

Strategic Plan 2022 - 2025



Pacific Immigration Development Community





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Acronyms

BMS	Border Management System
CTNOC	Convention against Transnational Organized Crime
MoA	Memorandum of Agreement
OCO	Oceania Customs Organisation
PICP	Pacific Islands Chiefs of Police
PICTs	Pacific Island Countries and Territories
PIDC	Pacific Immigration Development Community
RAM	Regular Annual Meeting
SDGs	Sustainable Development Goals
SFA	Strategic Focus Areas
SOPs	Standard Operating Procedures
TNOC	Transnational Organized Crime
UNCAC	United Nations Convention Against Corruption



Introduction

PIDC's 21 Members recognise that enhanced collaboration is essential to addressing common regional challenges such as geographical isolation, limited resources, growing travel and trade, transnational criminal networks, climate change displacement, and global pandemic threats. This is the second strategic plan developed since PIDC formalised its legal entity status in 2016 and the document provides guidance on approaches to be undertaken during 2022 to 2025 for advancing core PIDC objectives to:

- ◆ enhance National immigration borders to contribute to international security;
- ◆ facilitate cross border travel to support social and economic development; and
- ◆ collaborate to create effective national immigration agencies.



Executive Summary

The Strategic Plan has been developed based on Members' priority policy drivers and their operational environments. The Strategic Plan will advance the PIDC vision, mission, objectives and prioritises four Strategic Focus Areas (SFAs):

1. Partnerships and coordination
2. National immigration strengthening
3. Enforcement and traveller facilitation
4. Governance and Secretariat Support

To support work activities in the four SFAs, the Strategic Plan recognises two cross cutting work programs that will also be prioritised being:

- Capacity Building
- COVID-19 and Pandemic Responses.

The Strategic Plan is to be driven and underpinned by PIDC's core values and its implementation will be monitored by the PIDC Board and Members.



Strategy Framework

OUR VISION

Secure international movement of people for safe and prosperous Pacific Communities.

OUR MISSION

Strengthen Pacific border integrity and promote economic prosperity through regional collaboration, modernisation, facilitating secure, seamless, and efficient international movement of people.

OUR OBJECTIVES

- 1. Enhance National immigration borders to contribute to international security.**
- 2. Facilitate cross border travel to support social and economic development.**
- 3. Collaborate to create effective national immigration agencies.**

OUR STRATEGIC FOCUS AREAS

- 1. Partnerships and Coordination** - Strengthen collaboration and partnerships to advance Members interests.
- 2. National Immigration Strengthening** - Strengthen capacity of national immigration officers and agencies.
- 3. Enforcement and Traveller Facilitation** - Strengthen immigration border processes to support international security and national social and economic development.
- 4. Governance and Secretariat Support** - Strong organisational, Secretariat and national member governance processes developed to strengthen confidence in PIDC.

CROSS CUTTING WORK PROGRAMMES

- 1. Capacity building**
- 2. COVID-19 and Pandemic Response**

OUR VALUES

PIDC activities will be underpinned by organisational values which include: Openness / Family and Teamwork / Commitment / Integrity / Innovation & Flexibility / Good Governance / Rule of Law/ Trust & Respect.

IMPLEMENTATION

Each SFA has: (a) proposed outcomes; (b) proposed approaches and activities to achieve outcomes; and (c) agreed indicators to measure implementation which will be finalised by Members.

The implementation of the Strategic Plan will be monitored by the PIDC Board and reported to Members at the Regular Annual Meetings where Members will also finalise work plans based on the Strategic Plan and identified priorities. Where Members have received technical assistance at the national level they will report on progress to the Board and RAM to support the evaluation process.



Strategic Context

PIDC and its Members have several key policy drivers that currently influence national and regional immigration operations and activities. Proposed responses and work activities to these policy drivers listed below are reflected in the Strategic Plan.

COVID-19 and Pandemic Preparedness

The COVID-19 global pandemic is the most significant event impacting Members' operations in recent years. Initial approaches to impose international travel restrictions have been replaced by the introduction of new border clearance measures for quarantine and repatriated citizens; and more recently by efforts to reopen borders and support international travel. The continuing PIDC COVID-19 response¹ will remain

¹ PIDC plays an important role in the regional response to combating COVID-19. In addition to its COVID-19 Support Programme for Members, the Secretariat is a member of the Pacific Islands Forum Pacific Humanitarian Pathway – COVID-19 Regional Task Force and was tasked to develop regional immigration protocols and also support the development of a regional standardised vaccination certificate for international travel.

a significant part of the PIDC work especially linked to updating standard operating procedures, legislation, work practices and introduction of vaccine certification based travel processes (vaccination travel certificates).

Limited Public Sector Resources

Limited resources remain an issue exacerbated by the COVID-19 pandemic impacting economic activity in the region. PIDC non-COVID-19 related public sector expenditure levels will continue to be challenging for at least the next 24 months straining the capacity of Members to engage in PIDC funded technical assistance for modernisation and reform programmes.

Labour Mobility

Labour mobility will remain a high regional priority especially in supporting the economic recovery from the COVID-19 pandemic. Seasonal workers from the PICTs continue to support the agricultural sectors in Australia and New Zealand

with significant economic benefit as well to their communities. As international travel begins to normalise demand for seasonal workers may decrease slightly while demand for short to long term foreign workers in PICTs may grow especially in the hospitality, education and health sectors.

Climate Change and Disaster Management

All Members will continue to be subject to the increasing likelihood of severe weather events and disasters. Immigration's role in supporting disaster relief by managing border control of emergency aid workers, evacuations and supporting policy development for permanently displaced persons due to climate change will continue to grow in priority.

Technology and Innovation

Increasing access to internet connectivity remains one of the most significant impacts for the PICTs over the past decade. The capacity for Members to access, adapt and utilise this predominantly mobile technology will impact their rate of social and economic development. As

PICT internet use continues to grow, Members will need to strengthen their online presence and services for their clients. More importantly from an immigration perspective, automated electronic Border Management Systems (BMS) which represent a significant national investment will need to strengthen automated data collection, analysis and reporting to strengthen border enforcement, passenger facilitation and foreign labour visa processing and decision making.

Criminal Activities

PICTs continue to be used by transnational crime networks for human trafficking and people smuggling, as well as the trafficking of illicit drugs and guns as highlighted by the recent large illicit TNOG cases reported by several PICTs between 2019 and 2021. Immigration agencies as the primary border data manager for international travellers will continue to play a pivotal enforcement and intelligence role at the border by sharing secure information and working closely with partner law enforcement agencies such as Police, Customs and the Pacific Transnational

Crime Coordination Centre and local Transnational Crime Units to combat organised crime groups.

Range of Stakeholders

To remain the primary regional focal point for immigration matters, the PIDC Secretariat must maintain the required expert knowledge on issues impacting Members as well as the trust of Member Agencies. While there are a significant number of stakeholders in the region with adjacent and possibly overlapping remits, PIDC must remain the clear collective voice of Immigration Departments' leadership in the Pacific. To ensure this clarity does not come under threat over time, PIDC needs to maintain the support of Member agencies.

International Obligations

PIDC Member states have a number of regional and international obligations that they must fulfil related to immigration. These include obligations related to transnational organised crime, security, migration governance, anti-corruption, sustainable development goals, and migrant rights as contained in the

relevant regional and international instruments². PIDC must continue to support Members in working to meet and report on their relevant migration related international obligations.

Geopolitics

The Pacific region is at the centre of a long-term shift of economic power toward the North-Eastern hemisphere, including India and China. Geopolitical tensions in the Indo-Pacific and the Pacific region are increasing. These shifts of power are likely to play out over decades and are likely to result in unpredictable shifts in national, regional and partner policies that may impact PIDC Member Agencies.

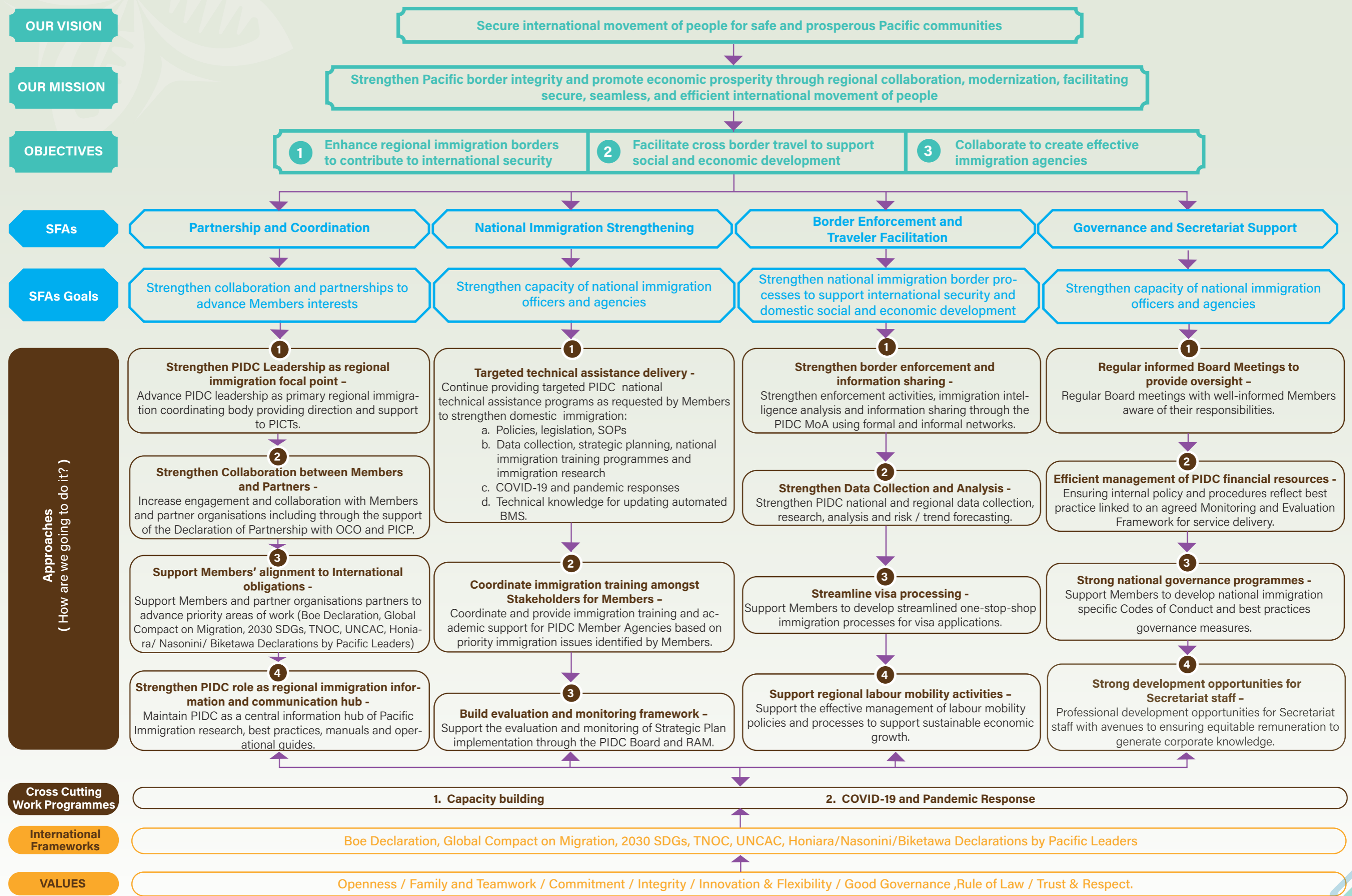
² Including the Global Compact on Migration, 2030 Sustainable Development Goals, CTNOC, UNCAC, Honiara/ Nasonini/ Biketawa/Boe Declarations by Pacific Leaders.



Current PIDC Work Activities

Over the past 5 years, PIDC has focused on a number of Members' priority activities to strengthen regional coordination and also strengthen national immigration services. Focus areas have included:

- (a) strengthening the PIDC Information and Intelligence Network;
- (b) coordinating and developing immigration training programmes;
- (c) providing in country technical assistance programmes in key immigration areas;
- (d) establishing PIDC research, model resources, and guides to support decision making and operations; and
- (e) supporting Members adjust to COVID-19 border activities and operations.



SFA 1. Partnerships and Coordination

Goal -

Strengthen collaboration and partnerships to advance Members interests.

This SFA strengthens PIDC's role as the voice of Members in international and regional fora to advance Members' interests while coordinating priorities, best practices and activities to maximise use of collective resources.

Background

An important role for PIDC is to develop strategic partnerships and coordinate immigration related activities and resources to advance the interests of Members. PIDC's coordination role allows Members to collectively contribute significantly more to national and regional priorities than they would have been able to do so in isolation. PIDC's coordination role also allows for the development of regional best practices specifically designed for PICT environments to guide Members' national operations.

Proposed Outcomes

- Primary PIDC Coordination role strengthened
- Members' interests advanced in international fora
- Regional immigration collaboration strengthened with partners

Proposed Approaches

1. Strengthen PIDC Leadership as regional immigration focal point -

Advance PIDC leadership as primary regional immigration coordinating body providing direction and support to PICTs.

2. Strengthen Collaboration between Members and Partners -

Increase engagement and collaboration with Members and partner organisations including through the support of the Declaration of Partnership with OCO and PICP.

3. Support Members' alignment to International obligations -

Support Members and partner organisations partners to advance priority areas of work (Boe Declaration, Global Compact on Migration, 2030 SDGs, TNOG, UNCAC, Honiara/ Nasonini/ Biketawa Declarations by Pacific Leaders)

4. Strengthen PIDC role as regional immigration information and communication hub -

Maintain PIDC as a central information hub of Pacific Immigration research, best practices, manuals and operational guides.

SFA 2. National Immigration Strengthening

Goal -

Strengthen capacity of national immigration officers and agencies

This SFA builds on existing work to strengthen, develop and support members to implement best practice standards, policies and legislation to enhance delivery of national immigration services.

Background

Strengthening the capacity of PIDC Members to deliver efficient and effective immigration products and services to their stakeholders remains a core mission objective for PIDC. This SFA delivers the structural components such as technical support and training to strengthen legislation, operating procedures and other institutional strengthening measures that can enhance the capacity, professionalism and reputation of individual PIDC Members.

Proposed Outcomes

- Members aligned to international standards and best practices
- Improved customer focused service
- Evidence based policy development and decision making increased for Members
- Technology and innovation used to support operations

Proposed Approaches

1. Targeted technical assistance delivery -

Continue providing targeted PIDC national technical assistance programs as requested by Members to strengthen domestic immigration:

- a. Policies, legislation, SOPs
- b. Data collection, strategic planning, national immigration training programmes and immigration research
- c. COVID-19 and pandemic responses
- d. Technical knowledge for updating automated BMS.

2. Coordinate immigration training amongst Stakeholders for Members -

Coordinate and provide immigration training and academic support for PIDC Member Agencies based on priority immigration issues identified by Members.

3. Build evaluation and monitoring framework -

Support the evaluation and monitoring of Strategic Plan implementation through the PIDC Board and RAM.

SFA 3. Enforcement and Traveller Facilitation

Goal -

Strengthen national immigration border processes to support international security and domestic social and economic development.

This SFA focuses on strengthening border security while simultaneously streamlining processes to facilitate international travel to support economic growth particularly related to labour mobility.

Background

A primary immigration function is managing international travellers at the border. PIDC Members seek to facilitate and streamline processing of legitimate international travellers while strengthening organisational capacity to detect and stop the entry of potential threats to national interests and security. Essential to this activity is ensuring Members collaborate to increase their access and capacity to collect, store, analyse and share immigration information for law enforcement purposes according to the Rule of Law and in a manner that respects the rights of travellers..

Proposed Outcomes

- Improved border enforcement and regional collaboration
- Increased economic activity through migration
- Improved information sharing between Members
- COVID-19 and pandemic responsive measures implemented for reopening of borders

Proposed Approaches

1. Strengthen border enforcement and information sharing -

Strengthen enforcement activities, immigration intelligence analysis and information sharing through the PIDC MoA using formal and informal networks.

2. Strengthen Data Collection and Analysis -

Strengthen PIDC national and regional data collection, research, analysis and risk / trend forecasting.

3. Streamline visa processing -

Support Members to develop streamlined one-stop-shop immigration processes for visa applications.

4. Support regional labour mobility activities -

Support the effective management of labour mobility policies and processes to support sustainable economic growth.

SFA 4. Governance and Secretariat Support

Goal -

Strong organisational, Secretariat and national member governance processes developed to strengthen confidence in PIDC.

This SFA focuses on:

(a) maintaining strong organisational governance and building an effective and efficient Secretariat with processes to support the delivery of PIDC activities; and (b) strengthening Member's governance at the national level.

Background

Ensuring effective governance and management processes are practiced by PIDC, its Secretariat as well as its Members is essential in building Donor, Stakeholder and Member confidence in the organisation.

Proposed Outcomes

- Strong PIDC organisational governance measures
- Members have strong national governance measures to maintain government and public confidence in agencies
- strengthened PIDC Secretariat to transparently implement PIDC objectives effectively and efficiently

Proposed Approaches

1. *Regular informed Board Meetings to provide oversight -*

Regular Board meetings with well-informed Members aware of their responsibilities.

2. *Efficient management of PIDC financial resources -*

Ensuring internal policy and procedures reflect best practice linked to an agreed Monitoring and Evaluation Framework for service delivery.

3. *Strong national governance programmes -*

Support Members to develop national immigration specific Codes of Conduct and best practices governance measures.

4. *Strong development opportunities for Secretariat staff -*

Professional development opportunities for Secretariat staff with avenues to ensuring equitable remuneration to generate corporate knowledge.



Key Cross Cutting Work Programmes

There are two cross cutting work programmes highlighted in the Strategic Plan that support the implementation of all four core Strategic Focus Areas. These thematic work areas were identified by Members as significant priorities during consultations and are highlighted in the Strategic Plan to ensure they are given appropriate recognition for implementation and reporting.

Capacity Building

This work programme cuts across and supports the Strategic Focus Areas through training, building communities of practice and other mechanisms that enable Agencies to strengthen their organisations and immigration staff.

Capacity Building is one of the main activities that PIDC Members value from the organisation. Capacity building activities are contained in all three SFAs focusing on PIDC coordinating the provision of training, developing immigration related training programmes at various levels tailored specifically for PICTs, and supporting Members to establish modern domestic training programmes for staff at the national level.

COVID-19 and Pandemic Responses

This work programme recognises that COVID-19 remains a significant threat to the region with possible new strains developing even as efforts are made to lift restrictions on international travel. This strategic plan does not have a COVID-19 specific component as we acknowledge this is a cross cutting issue and that all our activities must include COVID-19 and pandemic readiness measures. This is the new normal.

Since January 2020 PIDC Members as border enforcement agencies responsible for managing international travellers have been required to enforce travel restrictions to protect national communities. Failure of these border measures in several instances have resulted in COVID-19 deaths, or at the very least national concern or panic. These activities have required a new approach to border management with new health and safety protocols for border staff and international travellers alike as well as the introduction of quarantine isolation for incoming passengers. Now the priority turns to reopening borders as vaccination rates grow although new COVID-19 variants continue to remain a significant concern.



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