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**Information Sharing Working Group Meeting June 2021**  
**Background Information Paper**

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This Paper provides information for the PIDC Information Sharing Working Group (ISWG) to support discussions at its June 2021 meeting.

**Agenda Item 2. Secretariat Update**

The Secretariat will provide an update of activities undertaken since the last ISWG meeting which was held in December 2020.

*Agenda Item 2(a) Boe Declaration Update*

The FOC Sub-Committee on Regional Security (FSRS) – met in April 2021 and the Secretariat attended to represent PIDC interests (outcomes are attached as ANNEX ONE). Prior to the meeting, the Secretariat updated the FSRS Boe Declaration Implementation Matrix on a few key PIDC activities undertaken to combat transnational crime.

Key outcomes of the meeting for PIDC included:

- A review of activities undertaken to operationalise the Strategic Focus Areas (SFAs) of the Boe Declaration Action Plan where the FSRS noted that the implementation of activities to combat Transnational Crime had been limited by competing efforts to coordinate combating COVID-19. On this basis there had been limited PIFS activities to:
  - a) refresh the PIFS National Guide to Combat Transnational Organised Crime;
  - b) develop a Regional Transnational Crime Disruption Strategy; and
  - c) provide guidance to Members on the development of National Drug Policies.
- The FSRS endorsement of a PIFS proposal to establish a Working Group to establish the Regional Transnational Crime Disruption Strategy. The PIDC Secretariat has been invited with PICP, OCO and several PIF Members to form part of the working group. The working group is to develop a Zero Draft of the Strategy by August 2021 with consultations to occur after and implementation of the Strategy to commence in January 2022. Key issues to be discussed under the Regional Strategy will include:
  - a) Improved Data Collection – The region lacks good evidence about, and ways to measure, the types and drivers of, demand for, impact of and harm from TNOC;
  - b) Integrated Approach – The region and Members need to strengthen integrated approach adopted, replace ad-hoc and inconsistent collaboration mechanisms both at regional and national level and with it, assist with improved integrated systems and processes;
  - c) The region needs updated, agile and fit for purpose legislative and regulatory tools that supports the region's evolving business environment;
  - d) Build on existing collective and national arrangements to strengthen capacity of law enforcement and intelligence agencies;
  - e) Improved regional awareness down to grassroot level on types of transnational



- crimes, drivers, impact and harm to society;
  - f) Address the increasing domestic demand for illicit drugs;
  - g) Align with regional and national efforts on anti-corruption; and
  - h) Align with regional and national efforts on removing social inequalities.
- FSRS agreement for the adoption of a regional approach to build on the work already undertaken in 2015 on the establishment of a National Guide to Combat TNOC with a focus on:
    - a) Establishing a collective strategic approach to addressing TNOC as a prelude to the current National Guide (including renaming the document); and
    - b) Updating the national requirements in the draft Guidance document to reflect evolving regional business requirements.
  - FSRS agreement of an implementation timeline for the working group to develop a Zero Draft of the Strategy by August 2021 with consultations to occur prior to the proposed implementation date in January 2022.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat regarding PIDC's membership in the PIF Working Group to develop a Regional Transnational Crime Disruption Strategy;
- (b) **task** the Secretariat to ensure it works collaboratively with Members to ensure that PIDC interests and views are well represented as part of the Working Group; and
- (c) **consider** recommending the Board task the ISWG to work closely with the Secretariat to undertake this important piece of work.

#### *Agenda Item 2(b) Regional Memorandum of Arrangement on Information Sharing (MoA)*

The regional Memorandum of Arrangement on Information Sharing (MoA) was launched at the 2018 Regular Annual Meeting (RAM) hosted by Fiji in Nadi. The MoA provides a regional framework for sustained communication between Members and with partner organisations by:

- a) Seeking to provide a legal basis for the sharing of immigration information among PIDC Members;
- b) Establishing accredited contact points to prioritise sharing of information for operational and tactical purposes;
- c) Providing a clear list of information to be shared as part of the arrangement under paragraph 8 of the MoA; and
- d) Highlighting the cooperative intent of the PIDC Membership to share law enforcement information where permitted by national laws.

In March 2021, Tokelau became the 19<sup>th</sup> Member to sign the MoA. Work is still being undertaken to offer support to the remaining non-signatories American Samoa and Niue to sign up to the PIDC MoA.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat; and



(b) **encourage** the Secretariat to continue to engage with American Samoa and Niue to sign up to the MoA.

#### *Agenda Item 2(c) Fusion Centre update*

The Secretariat remains engaged with the establishment of the Pacific Fusion Centre given the support PIDC has provided in recent years. Current priority work for the Secretariat involves contributing to the meetings of the Forum Officials Committee Sub-Committee on Regional Security (FSRS) to finalise the Terms of Reference for the PFC.

The Secretariat notes that currently the government of Vanuatu and the PFC are working to establish the PFC offices. The Secretariat remains prepared to meet with PFC officials when they have established their offices in Port Vila.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat; and
- (b) **task** the Secretariat to continue to engage with the PFC to develop products and services that benefit Members.

#### *Agenda Item 2(d) Recruitment of Secretariat Information Coordination Officer*

As a result of Board discussions regarding issues raised by the ISWG and Members from the Regional NCP Workshop held in February 2020, the Board agreed to recruit a locally employed PIDC Information Coordination Officer for a period of two years to support the Secretariat in advancing the PIDC Memorandum of Arrangement. The key priority for the position is to strengthen information and intelligence sharing between Members by:

- a) strengthening PIDC Secretariat enforcement databases;
- b) supporting the provision of intelligence and information sharing products and services;
- c) supporting engagement with PTCN and OCO;
- d) supporting enquiries from the national contact points and the Profiling Group; and
- e) coordinating and building Members capacity to use APAN and PEDCT.

#### **Update**

In March 2021, from over 30 applicants, the Secretariat recruited Mr Brisbane Aiotatoa to the position. The recruitment was undertaken by the Secretariat and representatives from Samoa and Australia. Currently Brisbane has been provided training on law enforcement and immigration activities in the region and has been supporting the DHOS to focus on information sharing. Current taskings include updating the PIDC Secretariat Law Enforcement Database and also looking to support the DHOS in providing trainings for the use of APAN.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat; and
- (b) **task** the Secretariat to continue to advance this important work especially around strengthening APAN use of Members.



#### *Agenda Item 2(e) Regional Law Enforcement Multi-agency table top exercise*

As an operational exercise to advance the Regional Law Enforcement Declaration of Partnership, PIDC, OCO, PICP and Australia Pacific Security College (APSC), hosted a multi-agency desktop exercise to strengthen interagency law enforcement cooperation at the national and regional levels. The exercise consisted of two half day exercises on 25<sup>th</sup> of February and 4<sup>th</sup> of March 2021 and took place in Fiji, Samoa, and the Solomon Islands.

The main learning objectives for the exercise included (a) leadership and collaboration in a multiagency context; (b) the role of, and requirement for, analysis, and; (c) risk management. The exercise focused on promoting collaboration between operational leaders to strengthen how law enforcement agencies cooperate, how they share information, and how they work with other parts of government to deliver security outcomes.

As part of the exercise, in each participating country, Police, Customs, Immigration and Transnational Crime Unit Officers formed national teams to work through scenarios that dealt with transnational crime. The exercise was delivered by on-site facilitators in Fiji, Samoa, Solomon Islands and coordinated by APSC from Canberra using the Zoom platform. Facilitators included: **Fiji** – Ms Daphney Stone, Operations Manager for Oceania Customs Organisation; **Samoa** – Mr Ioane Alama, Head of Secretariat for Pacific Islands Development Community; and **Solomon Islands** – Ms Karen Whitworth, International Operations, AFP.

The outcomes of the exercise are attached as ANNEX TWO and Secretariat will brief the ISWG on the main issues raised as a result of the exercise and the proposed next steps.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat and the outcomes document attached;
- (b) **encourage** the Secretariat to continue to engage with Declaration of Partnership partners and the APSC to explore similar collaborative activities for the future; and
- (c) **task** the Secretariat to undertake at least three similar exercises for the next financial year.

#### *Agenda Item 2(f) PIDC Enforcement Data Collection Tool (PEDCT) Update*

As a result of research undertaken in 2017, the ISWG identified that one of the crucial weaknesses for many Members was the ability to collect and analyse immigration law enforcement information especially where there was limited functionality for existing national Border Management Systems.

At the 2018 RAM, Members welcomed the PIDC Enforcement Data Collection Tool (PEDCT) developed by New Zealand Statistics and the PIDC Secretariat, and encouraged Members to adapt the tool to strengthen collection of immigration information.

To advance this work, the Secretariat undertook two country missions to Palau and Solomon Islands in 2019 to support the in-country introduction of the PEDCT. Feedback

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received from these two Members was overwhelmingly positive and on that basis, there has been significant interest shown by other Members to introduce the PEDCT.

Unfortunately, this good work was impacted by: (a) the resignation in 2019 of the Office Manager Mr Sachin Singh who has been responsible for implementing this programme; and (b) the impacts of COVID-19.

Immigration New Zealand after discussions with the Secretariat however have engaged with New Zealand Statistics and have had staff trained in the use of a version of the PEDCT. The Secretariat will coordinate with New Zealand to develop more trainers to support this important work.

### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat; and
- (b) **task** New Zealand and the Secretariat to continue to engage with New Zealand Statistics and look to develop an online training programme for trainers to allow for this important product to be made available to Members.

### **Agenda Item 3. PIDC COVID-19 Communications Package**

#### *a. PIDC and COVID-19*

PIDC Members like all other countries and territories across the globe have been impacted by COVID-19. A summary of the impacts and PIDC responses to COVID-19 are attached as ANNEX THREE to this paper.

#### *b. PIDC COVID-19 Communication Package*

##### *Communication Support – Upgrade of PIDC Communication System*

#### **Background**

With the introduction of the COVID-19 travel restrictions, video conferencing became a key platform for Members to share information and technical expertise in a rapid and effective manner to a number of different parties simultaneously. While the technology had been around for several years, it had not been utilised by the PIDC membership widely. PIDC quickly reviewed options and identified a platform to use and as part of the COVID-19 Support Programme began an activity to support Members to modernise online and video conferencing capacity to support:

- Information sharing for operations;
- PIDC Board meetings and workshops; and
- Delivery of technical assistance projects that require effective consultations in large groups (workshops, stakeholder engagement, etc).

Given this technology shift was not previously planned for and the limited resources available to the PIDC Membership to make this adjustment, Members at the Special General Meeting agreed that an investment to support Members adapt to the new communication technologies was required. This investment would result in significantly strengthening the capacity of PIDC members to adapt to COVID-19 by allowing better communication with each other, and providing a capability to host consultations with stakeholders and technical experts.

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As part of the upgrade, PIDC under the PIDC COVID-19 Support Programme provided Members with equipment and licenses detailed below:

- a) For direct contact between PIDC Executives and Operational Staff.
  - i. Up to two laptops per Member;
  - ii. Two online Zoom Platform licenses for 12 months;
  - iii. Two Microsoft Office licences for a period of 12 months; and
  - iv. Two Anti-Virus licences for a period of 12 months.
- b) For teleconferencing multi-media support for online group meetings, workshops or consultations with PIDC Secretariat, Members and technical experts:
  - i. One tele-conferencing camera with microphones capability;
  - ii. One projector; and
  - iii. One UPS for the equipment.
- c) For connectivity support:
  - i. Internet support for a dedicated separate Wi-Fi or landline connection for 12 months to support Zoom communication should PICT government policies restrict the use of this platform on its networks or computers.

Members were advised that it was expected that they would take over the licensing and Internet Service Provider costs initially paid for by PIDC after a period of 12 months unless Members agree otherwise at their next meeting.

#### *Update*

The Secretariat has completed procurement of Communication Packages for all 15 PIDC Members engaged under the programme, including American Samoa, Cook Islands, Federated States of Micronesia, Fiji, Nauru, Niue, Palau, Republic of the Marshall Islands, Kiribati, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu. The final package composition varied based on the Members' prioritised needs. The Secretariat has also developed an Asset Register database and registered all communication equipment procured and received by the 15 Members.

For the use of the PIDC Communication Package, the Secretariat developed Terms and Conditions for the Members and held a briefing for Members in March 2021. The Terms and Conditions are signed by the Members when they received their full communication packages. The Terms and Conditions focus on three key areas: Security, Use and Maintenance of the communication equipment ensuring their effective use by PIDC Members.

The Secretariat also delivered two Zoom Training sessions for the Members. This included a Beginners (06 May) and an Advanced (07 May) training session with more than ten participants per session. One-on-one sessions were also held with Members upon request.

Members have communicated to the Secretariat their appreciation for the timely support especially as their administrations are transitioning to the online Videoconferencing world.

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The trainings provided on the Zoom Platform have also revived very positive responses from the participants.

### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat;
- (b) **task** the Secretariat to continue to provide support to Members through this important Programme; and
- (c) **strongly encourage** Members to, where possible and relevant, absorb the online and communication related costs paid by PIDC into their national budgets given the ongoing importance of online communication technology and the conclusion of the programme funding in 2022.

### **Agenda Item 4. PIDC Research linked to ISWG**

PIDC continues to focus on the development of immigration specific information products and resources that support and strengthen the decision making of PIDC Members at all levels. While the PIDC Model Legislation, Model Standard Operating Procedures and Model Code of Ethics provide ‘best practice’ tools that Members can adapt as required, additional support was developed for the executive staff of PIDC Members to strengthen decision making, planning and development of organisational priorities.

Six key research products that the Secretariat has worked on since the ISWG last met are described below.

<b>Research</b>	<b>Description</b>
<b>PIDC Immigration Policy Framework for Immigration Decision Makers in the Pacific</b>	Develop a migration policy framework as a PIDC knowledge resource to identify key immigration policy drivers for Pacific Island Countries and Territories
<b>PIDC Model National Immigration Strategic and Operational Framework</b>	Develop a National Immigration Strategic and Operational Framework for Members to adapt as may be necessary
<b>PIDC Migration Trend Analysis in the Pacific Islands Region</b>	Identify Migration trends that may impact the PIDC Membership
<b>PIDC Report on Strengthening Immigration Primary Line Operations in Small Pacific Island Countries and Territories</b>	Identify a number of best practices relevant to PIDC Members to strengthen primary line management at Ports of Entry in Pacific Island Countries and Territories
<b>Model Immigration Training Curriculum and Introductory Modules for Pacific Island Countries and Territories</b>	Develop a model resource to allow Members to develop or strengthen national training curriculums to formalise training structures
<b>Regional Advanced Passenger Information Opportunities</b>	Explore options available for provision of service, costs, possible approaches to sharing costs and resources, and compatibility with existing PICT Border Management Systems (BMS) in the region



The main recommendations that are related to information sharing are attached as ANNEX FOUR. The Secretariat will brief the ISWG on proposed activities to be undertaken to advance these recommendations for its consideration.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat; and
- (b) **task** the Secretariat to ensure that the research recommendations endorsed by Members at the RAM are implemented as part of the PIDC Annual Work Programme.

#### **Agenda Item 5. Pacific Small Craft Application**

In an effort to strengthen border security across the Pacific Islands region the Australian Border Force (ABF) designed a Pacific Small Craft Application (PSCA) that has the potential to strengthen vessel clearance in Pacific Island Countries and Territories (PICTs). The PSCA is being introduced mainly through Oceania Customs Organisation where it was developed for their membership. Given several PIDC Members are involved in the inward and outbound clearance of international small craft, this application is being shared with PIDC Members.

Virtual training was provided for 5 weeks by ABF for Customs and Immigration Officers in November and December of 2020. While the introduction of this application is still being undertaken across the membership, the Secretariat and the ISWG have been asked to undertake an analysis of how the PSCA and also mobile phone application technology could best be used by PIDC Members given the geographical and data collection challenges common to our membership. The PIDC Secretariat is proposing as part of the research programme for the upcoming financial year to fund a technical study to provide more information to guide Members' discussions on the implications of this technology.

Australia will be invited to speak to this agenda item to update Members on any new developments.

#### **Recommendations**

The ISWG is requested to:

- (a) **note** the update provided by Australia and the Secretariat; and
- (b) **task** the Secretariat to continue to engage with Australia and OCO to ensure immigration interests in the PSCA are represented.

#### **Agenda Item 6. PIDC Profiling and Intelligence Support Group Update**

Prior to the emergence of COVID-19, the PIDC Profiling Network was the most utilised communication platform by PIDC Members. The amount of information shared between PIDC Members in 2018 and 2019 was unprecedented and the main priority at the time for the Secretariat was to strengthen governance measures around the sharing of information.

While the NCPs remain the main regional network for the formal sharing of information under the MoA, establishing an operational communication arm that supports information sharing on a real time basis has been an important exercise and has shown real and tangible success to date.

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Unfortunately, due to COVID-19 there has been a significant drop off of information sharing due mainly to the closure of international borders in the region to all travellers except repatriated citizens. During this relatively quiet period for information sharing, the Secretariat has:

- a) Continued to share information through RFIs, Alerts and monthly intelligence bulletins;
- b) Worked to strengthen information sharing processes for Members in anticipation of the reopening of borders by:
  - strengthening the capacity of the NCPs and the PISG to share information through the COVID-19 Communication Support Package;
  - recruiting an Information Coordination Officer at the recommendation of the ISWG to support the implementation of the MoA and the use of APAN; and
  - hosting of a multi-agency Table Top Exercise to identify information sharing impediments for immigration agencies for Fiji, Samoa and Solomon Islands.

Types of information shared between Members	2018	2019	2020	2021
PISG - Law enforcement related cases	41	110	12	1
PISG - Law enforcement related Entities of Interest	41	180	14	1
PIDC Alerts	4	15	5	4
RFIs	-	-	3	10

The Secretariat will look to use this period to enhance training especially on the use of APAN and information sharing in preparation for the reopening of the borders. This work will be advanced mainly by the Information Coordination Officer.

#### Recommendations

The ISWG is requested to:

- (a) **note** the update provided by the Secretariat;
- (b) **note** the current opportunity to support Members strengthen information sharing practices while we await the reopening of international borders; and
- (c) **task** the Secretariat to continue to undertake activities to support information sharing such as: (i) online regional training workshops; (ii) online intelligence briefings; (iii) provision of information and intelligence support to Members through the intelligence bulletins, RFIs and support to the PISG and NCPs.

#### Agenda Item 7. Preparation for RAM 2021

The Secretariat will provide a briefing regarding the preparations for RAM 2021.



#### **Agenda Item 8. Other Business**

Any issues raised by Members for discussion not initially included in the Agenda will be discussed here. Members are encouraged to raise possible issues with the Secretariat prior to the ISWG meeting.



## COMPREHENSIVE PACIFIC REGIONAL TRANSNATIONAL ORGANISED CRIME DISRUPTION FRAMEWORK

### Concept Note

21 April 2021

#### Overview

At the 2019 Forum Leaders' Meeting in Tuvalu, Leaders endorsed the Boe Declaration Action Plan including the establishment of a FOC Sub-Committee on Regional Security (FSRS) to oversee the implementation of the Boe Declaration. At the first FOC Subcommittee on Regional Security meeting conducted in October 2019, Members agreed on the 2020 Boe Declaration Implementation priorities which among others, call for the establishment of a Regional Transnational Organised Crime (TNOC) Disruption Strategy to help improve regional coordination and collaboration utilising a whole of systems approach.

#### Background

2. In 1992, Pacific Islands Forum Leaders recognised that the Pacific region faced complex and sophisticated law enforcement threats and that the potential impact of an adverse criminal environment threatened the sovereignty, security and economic integrity of Forum members jeopardising economic and social development. Forum Leaders agreed on the need for a more comprehensive, integrated and collaborative approach to counter the potential impacts of transnational crime and that law enforcement cooperation should remain an important focus for the region through the **Honiara Declaration**.

3. As a result, the Forum Regional Security Committee (FRSC) had a specific focus on combatting transnational crime through the progressive implementation of the Honiara Declaration. Transnational crime remains an enduring threat to the region which has been exacerbated by improved connectivity and globalisation. Cognisant of this, Leaders emphasised transnational crime as a key aspect of the 'expanded concept of security' under the **Boe Declaration**.

4. Furthermore, Strategic Focus Area 4 of the Boe Declaration Action Plan endorsed by Leaders in Tuvalu in 2019 outlines the required approaches to address transnational crime across the region. The proposed actions and measures of success are at Annex 1 of this Concept Note. Key to realising these measures of successes is the development of a Regional Transnational Crime Disruption Framework to improve coordination and collaboration at the regional level and use help strengthen national efforts.

#### Why is the Pacific Vulnerable to TNOC?

5. While TNOC has existed for many years, there has been a significant evolution over the recent decades due to globalisation and opportunities created by opportunities in international transactions. These changes in global capital created by new mobile technologies and the internet has created new patterns of demand and supply making TNOC activities as a



choice of crime. For the region, this is further exacerbated by its geostrategic location along a maritime corridor for legitimate trade between major economic markets along the Pacific Rim.

6. Despite the impact of COVID-19 on tourism in the region, tourism will continue to be a key and expanding source of revenue for the Pacific region which further underscores the region's increasing global connectivity. The enhanced digital connectivity brought about by COVID-19 and the expected rise in tourism numbers post-COVID-19 will further exacerbate our vulnerabilities to TNOC. Financial crimes are already prevalent and with the anticipated increase in air connectivity post-COVID-19, illicit trafficking is also expected to increase.

7. Societal inequalities is still predominant in the region and attempts to address TNOC in the region must also include looking at how we can address these inequalities. The spill over effect from years of being used as a transshipment point coupled with criminal deportees and returning Forum nationals living abroad and exposed to these activities had resulted in the growth of a niche domestic market for illicit drugs which is now prevalent across the region and enhancing TNOC groups' motivation to continue to operate in the region.

### **Broader Policy Context**

8. A number of key issues were raised by Members during the development of the Boe Declaration Action Plan and in particular during discussions on priority areas under Strategic Area 4 on Transnational Crime and these are summarised below:

- i. Any Regional framework must be Members driven and owned and must respect the sovereignty of all member states;
- ii. The regional TNOC framework must not duplicate existing regional mechanisms and must be cost effective, add value to existing national and regional arrangements and use existing platforms to support its implementation;
- iii. The regional TNOC framework shall operate in an open and transparent manner and that it is accountable and uses trusted channels of communication and consultation to engage effectively with Members and other key stakeholders during its development and on implementation; and
- iv. It will have a people centred approach and must be contextualised to meet the needs of our region and its peoples.

### **Objective of the Regional TNOC Disruption Framework**

9. The Regional TNOC Disruption Framework should be designed for today and tomorrow. It will need to address gaps and/or shortcomings in the existing regional architecture; and respond to new and emerging issues at national, regional and transnational levels, in particular those transnational crime issues that have been identified by Forum members.

10. The objective of a Regional TNOC Disruption Framework are:

- i. To minimise socio-economic impact and reputational harm both on Members and the Region from TNOC;
- ii. To establish a mechanism the region can utilise to share best practices on building capability and awareness to prevent and dismantle crimes that underlie TNOC; and



- iii. To stop supply of TNOC illicit commodities and services, and organised crime at the source.

### **Linkages with Existing Regional/International Priorities**

11. As a starting point, it would be useful to draw on lessons learned in the implementation of the Honiara Declaration. The abeyance of the former FRSC and the absence of a regional security mechanism between 2015 and 2019 meant a number of initiatives progressed to implement the Declaration had not been fully implemented or monitored. This coupled with more recent information gathered from Members on the Boe Declaration and the 2050 Blue Pacific Strategy national and regional consultations should provide some indications on the work that is required to develop this framework.

12. A number of regional initiatives on TNOC are already being implemented and we have tabulated below a summary of these initiative to enable us to look at what they are and the areas of focus each entail:

<b>Ser</b>	<b>Regional Platform</b>	<b>Scope</b>	<b>Remarks</b>
1	Pacific Transnational Crime Network (PTCN)	The PTCN provides a Police-led proactive criminal intelligence and investigative capability to combat transnational crime in the Pacific through a multi-agency and regional approach. The PTCN is supported by the Australian Federal Police, New Zealand Inc., and the Joint Interagency Task Force-West. The PTCN is also a PICP programme of work that reports through to the pacific police chiefs twice a year. They are also supported by Immigration and Customs	
2	National Guide to Combat Transnational Organised Crime	In 2015, Members endorsed this platform to help guide them on the development of their national TNOC response mechanisms.	Developed by the FRSC but has not been utilised or monitored since the abeyance of the FRSC in 2015
3	Regional Law Enforcement Information and Intelligence Management Strategy	In 2015, Members endorsed this platform to help guide exchange of information and intelligence sharing within the region.	Developed by the FRSC but has not been utilised or monitored since the abeyance of the FRSC in 2015
4	Pacific Methamphetamine Action Plan	Provides the framework for the Pacific Islands Chiefs of Police (PICP) main areas of focus in the work to disrupt the production, trafficking and distribution of methamphetamine in the Pacific. It identifies the international engagement that Pacific Police Services will aim to support, going forward. This is now being expanded to include other drug types.	
5	Declaration of Partnership	Provides a formal foundation for collaboration to combat transnational and	



Ser	Regional Platform	Scope	Remarks
		organised crime and enhance border security in the Pacific	
	Transnational, Serious and Organised Crime (TSOC) Pacific Taskforce	Assist member countries (Australia, Fiji, New Zealand and Tonga) to jointly investigate and disrupt organised crime groups operating in the area, target groups using small craft to move illicit drugs through the region, share operational intelligence, and strengthen cooperation to conduct expanded and complex investigations.	Limited to the four Member countries identified.
6	Assistance on Development of National Illicit Drug Policy	PIFS provide assistance to Tonga in 2019 on the development of their National Illicit Drug Policy.	
7	PIDC's Regional Immigration Human Trafficking and People Smuggling Framework (Developed in 2019)  PIDC Information Sharing Memorandum of Arrangement	<p>The PIDC Regional Immigration Framework to Combat Human Trafficking and People Smuggling has been developed to provide a flexible high-level mechanism to coordinate collective PIDC immigration action to combat HTPS.</p> <p>The draft Framework has been designed to:</p> <ul style="list-style-type: none"> <li>(a) identify high level approaches and broad strategies to coordinate PIDC action to combat HTPS;</li> <li>(b) support Members to develop as necessary more tailored, aligned, and standardised national responses based on possible recommended activities identified in the draft Framework;</li> <li>(c) provide a regional roadmap of strategies and corresponding activities to be undertaken as appropriate by: <ul style="list-style-type: none"> <li>i. individual PIDC Members at the national level;</li> <li>ii. PIDC as a collective organisation; and</li> <li>iii. by the Secretariat;</li> </ul> </li> <li>(d) mobilise resources and knowledge amongst Members and partner organisations in the PIDC region to support implementation;</li> <li>(e) represent a joint regional commitment to collectively combat HTPS; and</li> <li>(f) facilitate strategic engagement with partner organisations and the international community to explore support for proposed activities.</li> </ul>	The PIDC Regional Immigration Framework to Combat Human Trafficking and People Smuggling has been endorsed by Members and the organisations is currently looking to provide in-country support programmes and capacity building activities based on Members' priorities.
8	OCO Law Enforcement and	<ul style="list-style-type: none"> <li>• increase end-to-end international supply chain security</li> </ul>	



Ser	Regional Platform	Scope	Remarks
	Border Security Programme	<ul style="list-style-type: none"> <li>play a vital role in the fight against terrorism and organised crime, through a faster and better targeted customs controls that facilitate legitimate trade but tighten security requirements.</li> </ul>	
9	FFA's Regional Monitoring, Control and Surveillance Strategy (RMCSS) 2018 – 2023	The Regional Monitoring, Control and Surveillance Strategy (RMCSS) aims to further reduce IUU fishing in the region through enhanced monitoring, control and surveillance programmes and strengthening compliance and enforcement.	
10	The United Nations Convention against Transnational Organized Crime	Adopted by General Assembly resolution 55/25 of 15 November 2000, is the main international instrument in the fight against transnational organized crime.	<i>Ratification, Acceptance (A), Approval (AA), Accession (a), Succession (d);</i> Australia, Cook Islands(a), Fiji(a), Kiribati(a), Marshall Islands(a), FSM(a), Nauru, New Zealand, Niue, Palau, Samoa, Tonga, Vanuatu
11	SPREP/IUCN Illegal trade of Endemic and Threatened Species	Updating and Strengthening Information for Developing a Regional IUCN Red List of Threatened species in the Pacific	

*Table 1: Scope of Existing Regional TNOC Platforms*

13. A quick glance at existing regional mechanisms highlighted above will reveal a more law-enforcement centric approach to how we address TNOC in the region. While detection, apprehension, investigation and prosecution is important when responding to TNOC, a more proactive role of improved collaboration, prevention and disruption is important to ensure that the region reduces the likelihood of organised criminal groups operating within our jurisdictions, reduces the availability of illicit substances or trafficking of illicit substances/people/wildlife in our region and reduces the harm that these activities bring on our society.

### **What should a Regional TNOC Disruption Framework Address**

14. In order to effectively address the gap identified at para 13 above, a whole of systems approach is essential to ensuring we build partnerships across all Government stakeholders, with the private sector, between Members and with regional LESs, establish trust mechanisms that ensures necessary information and intelligence are shared, and disrupt organised crime infiltration into our region.

15. Established regional TNOC mechanism tabulated under paragraph 12 above are already doing some work effectively to respond to the threat. It would be beneficial to establish how



these mechanisms are working and what gaps exist to guide the development of this regional TNOC disruption framework.

16. Further to this, and based on PIFS' initial research and consultations with LESs around TNOC in the region, a number of key findings are highlighted below that the new regional TNOC disruption framework will look to address, these include:

- i. Improved Data Collection – The region lacks good evidence about, and ways to measure, the types and drivers of, demand for, impact of and harm from TNOC;
- ii. Integrated Approach – The region and Members need to strengthen integrated approach adopted, replace ad-hoc and inconsistent collaboration mechanisms both at regional and national level and with it, assist with improved integrated systems and processes;
- iii. The region needs updated, agile and fit for purpose legislative and regulatory tools that supports the region's evolving business environment;
- iv. Build on existing collective and national arrangements to strengthen capacity of law enforcement and intelligence agencies;
- v. Improved regional awareness down to grassroot level on types of transnational crimes, drivers, impact and harm to society;
- vi. Address the increasing domestic demand for illicit drugs;
- vii. Align with regional and national efforts on anti-corruption; and
- viii. Align with regional and national efforts on removing social inequalities.

### **Proposed Regional Approach**

17. The regional policies that will guide the development of this framework are the **Honiara Declaration** and the **Boe Declaration**. The proposed regional approach to be adopted is to build on the work already undertaken in 2015 on the establishment of a National Guide to Combat TNOC (See **Annex 1**). There are two priority areas for the work to be undertaken:

- i. Establish a collective strategic approach to addressing TNOC as a prelude to the current National Guide (including renaming the document);
- ii. Update the national requirements in the draft Guidance document to reflect evolving regional business requirements.

### **Working Group to Develop Framework**

18. Substantive work had been put into the development of the National Guide to Combat Transnational Organised Crime which took over two years to develop. The proposed drafting committee to develop the zero draft will constitute the same regional technical agencies that developed the National Guide to Combat TNOC which include:

- i. Member Representatives - TBC
- ii. Pacific Island Forum Secretariat (PIFS);
- iii. Forum Fisheries Agency (FFA);
- iv. Pacific Islands Chiefs of Police (PICP) and the Pacific Transnational Crime Network (PTCN);
- v. Pacific Immigration Development Community (PIDC);
- vi. Oceania Customs Organisation (OCO);
- vii. Secretariat of the Pacific Regional Environment Program (SPREP);



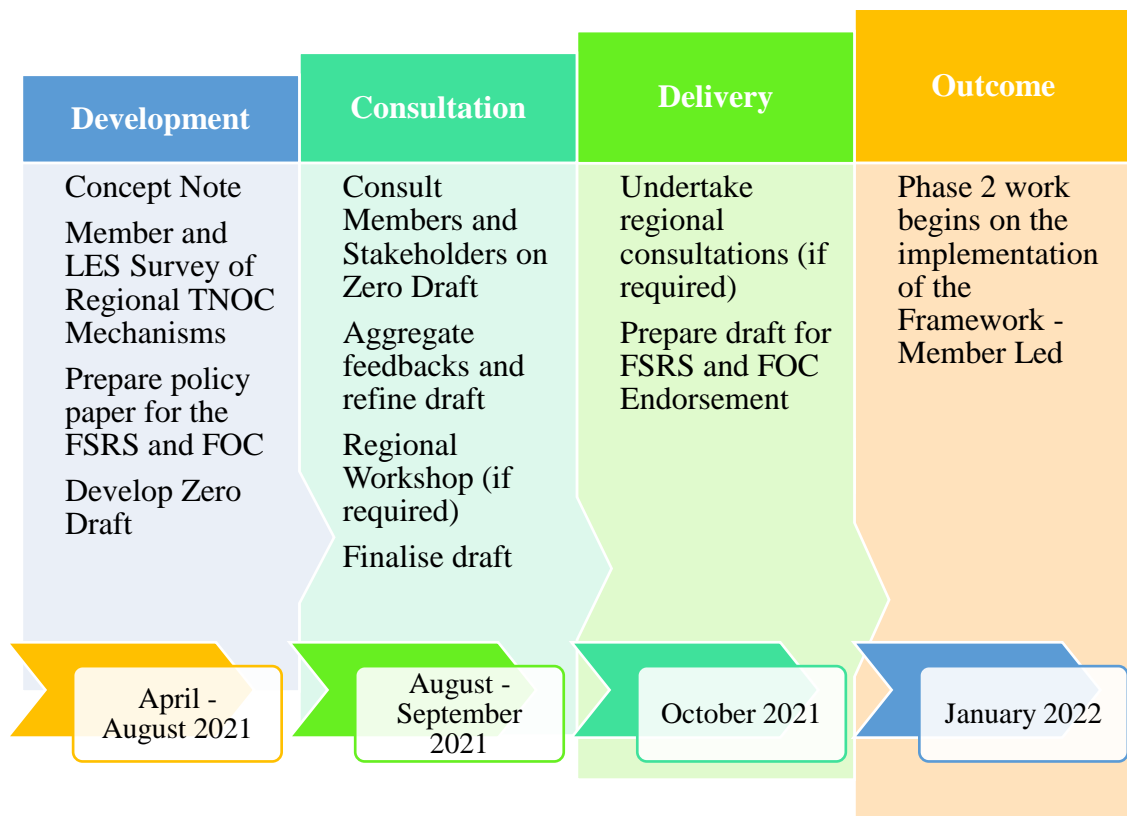
- viii. Pacific Islands Law Officers Network;
- ix. Pacific Fusion Centre; and
- x. Association of Pacific Islands Financial Intelligence Unit.

19. Once the zero draft is developed, this will then be consulted with Members through a series of consultations before it is presented to the FSRS for agreement and FOC for endorsement.

20. The working group will also utilise expertise available through the Australian Pacific Security College (APSC), Joint Heads of Pacific Security (JHOPS), etc. as part of the consultation process to ensure alignment and complementarity with other existing body of work around TNOC.

### **Timeline for the Development of the Regional TNOC Disruption Framework**

21. The proposed activities and timelines for the development of the regional TNOC disruption framework are outlined below:



(ENDS)





## PACIFIC ISLANDS FORUM SECRETARIAT

### FORUM OFFICIALS COMMITTEE (FOC) SUB-COMMITTEE ON REGIONAL SECURITY (FSRS)

21 April 2021

#### OUTCOMES

The FOC Sub-Committee on Regional Security convened virtually on 21 April 2021. The meeting was attended by Australia, the Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, New Caledonia, New Zealand, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

2. The meeting was also attended by relevant CROP organisations – Pacific Islands Forum Fisheries Agency (FFA), the Pacific Community (SPC), and the University of the South Pacific (USP). Also, in attendance were Secretariats of Regional Law Enforcement and Legal Agencies –the Oceania Customs Organisation (OCO), the Pacific Immigration Development Community (PIDC), the Pacific Islands Chiefs of Police (PICP), the Pacific Islands Law Officers Network (PILON). The List of Participants is at **Annex 1**.

3. The meeting was chaired by Ms Silina Cama, the Acting Deputy Secretary for Defence, National Security and Policing of Fiji, and supported by Mr Paki Ormsby, Director Policy, Mr Viliame Wilikilagi, Senior Policy Adviser and Mr Terio Koronawa, Acting Regional Security Adviser.

#### OFFICIAL OPENING

4. In opening the meeting, the Chair thanked the Government of the Federated States of Micronesia for its stewardship during a challenging time for the region. The Chair stressed that COVID-19 continues to be a significant threat to the region, and while the threat of COVID-19 still persists, the Sub-Committee must continue to look at other regional security priorities that continue to affect the region. The Chair added that these existing threats may have been exacerbated by the COVID-19 threat.

5. Climate Change remains the region's greatest single threat to security as severe disaster events continue to affect our region on an annual basis. The Chair added that restrictions implemented as a result of COVID-19 may result in a very complex and advanced transnational crime environment post-pandemic and that there is evidence to prove that malicious actors are taking advantage of the region's increasing reliance on cyber platforms.

#### ADOPTION OF AGENDA

6. The Sub-Committee **adopted** the provisional annotated agenda inclusive of the meeting timetable and **agreed** to adjourn the meeting for an hour at 1.00pm and reconvene at 2.00pm.

7. The Sub-Committee **agreed** that the outcomes document will be finalised out of session.



## UPDATE ON THE IMPLEMENTATION OF THE BOE DECLARATION

8. The Sub-Committee **noted** the five substantive discussion papers to be considered under this agenda item focused on the progress of implementation of five priority areas of the Boe Declaration as highlighted below. The Sub-Committee agreed as follows:

- i. ***Update on the Pacific Humanitarian Pathway on Covid-19 (PHP-C)***
  - a. The Sub-Committee **noted** the update on the PHP-C and **commended** Members and all stakeholders involved in the implementation of the PHP-C.
- ii. ***Establishment of a Regional Humanitarian Assistance and Disaster Relief (HADR) Mechanism***
  - a. The Sub-Committee **noted** the contents of the paper and the rigorous consultative process undertaken in the development of the SREM;
  - b. The Sub-Committee **noted** that the South Pacific Defence Ministers Meeting (SPDMM) is also working on the establishment of a regional HADR mechanism and **agreed** that SPC through PIEMA and the Secretariat consult with the SPDMM to ensure alignment and non-duplication of effort during implementation; and,
  - c. The Sub-Committee **agreed** to convey the Regional SREM (see **Annex 2**) to FOC for its consideration for endorsement.
- iii. ***Regional Transnational Organised Crime (TNOC) Disruption Framework***
  - a. The Sub-Committee **noted** the proposed approach presented, including the interest of Members to participate in the Working Group and **agreed** to convey to FOC the attached Concept Note (**Annex 3**), including the proposed working group and the workplan, for its consideration for endorsement.
- iv. ***Human Security Framework***
  - a. The Sub-Committee **noted** the contents of the paper and the attached concept proposal to guide the refreshing of the 2012-2015 Human Security framework for the Pacific;
  - b. The Sub-Committee **agreed** on the proposed approach, including the establishment of a Working Group inclusive of Members and its draft work program; and,
  - c. The Sub-Committee **agreed** to convey the proposed approach (**Annex 4**) as outlined in the concept to FOC for its consideration for endorsement.



v. *Cyber Security and Cyber-Enabled Crimes*

- a. The Sub-Committee **noted** the contents of the presentations made by the University of the South Pacific (USP) as the Chair of the CROP ICT Working Group, the Pacific Islands Chiefs of Police's (PICP) Cyber Safety Pasifika Programme, the Pacific Cyber Security Network (PaCSON), and the Pacific Islands Law Officer's Network (PILON);
- b. The Sub-Committee **acknowledged** that the region's increasing reliance on the internet as a result of COVID-19 increases cyber threats to the region; and,
- c. The Sub-Committee **noted** that a revised approach to progress the implementation of Strategic Focus Area 5 of the Boe Declaration on Cyber Security and Cyber-Enabled Crimes will be presented at its next meeting in October 2021.

**TEIENIWA VISION**

9. The Sub-Committee **noted** the contents of the paper and **commended** Kiribati for its visionary leadership in organising the first ever Pacific Regional Conference on Anti-Corruption and the development of the Teieniwa Vision.
10. The Sub-Committee **agreed** on the initial policy approach presented to improve awareness on the decision made by Leaders on the adoption of the Teieniwa Vision as the region's collective vision on anti-corruption.
11. The Sub-Committee further **noted** that an implementation plan will be presented at its next meeting to guide the implementation of the Teieniwa Vision.

**PACIFIC FUSION CENTRE (PFC)**

12. The Sub-Committee **noted** the update provided by the Governments of Vanuatu and Australia on the progress of the establishment of the Centre in Vanuatu, ongoing negotiations with Members on the PFC Charter, and the proposed recruitment processes for the Centre Director and analyst secondees.
13. The Sub-Committee **acknowledged** the important role the PFC plays within the regional security architecture and **commended** Australia and Vanuatu for ongoing work around its establishment.
14. The Sub-Committee **agreed** that the revised PFC Charter will be considered out of session by the FSRS for conveyance to pre-Forum FOC for consideration and endorsement.

**NEXT MEETING**

15. The next meeting of the FSRS will be held in October 2021, with the meeting arrangements to be communicated to Members in due course.



## **FORUM EYES ONLY**



### **PACIFIC ISLANDS FORUM SECRETARIAT**

#### **FOC SUB-COMMITTEE ON REGIONAL SECURITY**

21 April 2021  
Suva, Fiji

#### **LIST OF PARTICIPANTS**

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Mr Tristan Webber  
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## **FORUM EYES ONLY**

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## **FORUM EYES ONLY**

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Acting Deputy Secretary  
Ministry of Defence, National Security and Policing

Mr Joji Dumukoro  
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Ministry of Defence, National Security and Policing

Captain John Fox  
Chief of Staff HQ  
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Senior Superintendent Ulaiasi Ravula  
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Pacific Affairs Advisor – Legal Counsel  
Presidency of French Polynesia  
Delegation for International, European and Pacific Affairs

### **KIRIBATI**

HE David Teaabo  
High-Commissioner to Fiji  
Suva

Ms Atiuta Mataiti  
Intern – Kiribati High Commission



## **FORUM EYES ONLY**

### **NEW CALEDONIA**

Ms Rose Wete  
Official Representative of New Caledonia appointed to Fiji  
Department of Regional Cooperation  
and External Relations

Mr Jimmy Naouna  
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Regional cooperation and external relations department  
Government of New Caledonia

### **NEW ZEALAND**

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New Zealand High Commission Fiji

Ms Caroline Eszes  
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Ms Christine Conway  
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HE Aliioaiga Feturi Elisaia  
High Commissioner of Samoa to Fiji  
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Ms Desna Solofa  
Assistant CEO - Regional Relations  
Ministry of Foreign Affairs & Trade

### **SOLOMON ISLANDS**

Mr Ellison Mason  
Charge d'Affaires  
Solomon Islands High Commission



## FORUM EYES ONLY

### TUVALU

HE Temate Melitiana  
High Commissioner  
High Commission of Tuvalu to Fiji  
Suva

Mr Tauisi M Taupo  
Secretary of Justice, Communication and Foreign Affairs  
Government of Tuvalu

Mr Piliota Viliamu  
Tuvalu Police

Mr Pugameau Taufilo  
SIS Officer  
High Commission of Tuvalu, Fiji

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HE Nikenike Vorobaravu  
High Commissioner  
High Commission of the Republic of Vanuatu,  
Suva

Mr Kensly Jovi  
Manager CERT, Office of the Government Information Officer,  
Prime Minister's office

Mr Wensie Wesley Naki  
Aid Programmer, Aid Coordination and negotiations Unit,  
Prime Minister's office

### REGIONAL LAW ENFORCEMENT & LEGAL SECRETARIATS

#### Oceans Customs Organisations (OCO)

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Head of Secretariat

#### Pacific Islands Chief of Police (PICP)

Mr Glyn Rowland  
Executive Director  
PICP Secretariat

#### Pacific Immigration Development Community (PIDC)

Mr Ioane Alama  
Head of Secretariat

Mr Akuila Ratu  
Deputy Head of Secretariat

#### Pacific Islands Law Officers' Network (PILON)

Ms Sasae Walter  
Coordinator



## FORUM EYES ONLY

### COUNCIL OF REGIONAL ORGANISATIONS IN THE PACIFIC (CROP)

#### **Forum Fisheries Agency**

Mr Tevita Tupou  
Executive Officer at Pacific Islands Forum  
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#### **Secretariat of the Pacific Community (SPC)**

Mr Andrew Jones  
Director of Geoscience, Energy and  
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Ms Rhonda Robinson  
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Project Manager  
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#### **University of the South Pacific**

Mr Alvin Prasad  
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Mr Paki Ormsby  
Director Policy

Mr Viliame Wilikilagi  
Senior Policy Adviser

Mr Terio Koronawa  
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Mr Viliame Cativakalakeba  
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Ms Anasimeci Wainiveikoso  
Research Officer

Ms Emele Bovoro  
Administrative Assistant

Pacific Islands Forum Secretariat, Suva  
29 April 2021





# Pacific Law Enforcement Cooperation Exercise

## February 25<sup>th</sup> and 4<sup>th</sup> March 2021

### Exercise Report



*O le tele o sulu e maua ai figota*

*"Through collaboration, the most difficult challenges can be overcome"*

*Samoan proverb*





## CONTENTS

Acronyms and abbreviations .....	3
Executive Summary .....	4
1. National Taskforce Feedback and Recommendations .....	5
FIJI TEAM RECOMMENDATIONS .....	6
SAMOA TEAM RECOMMENDATIONS .....	7
SOLOMON ISLANDS RECOMMENDATIONS .....	8
2. Individual Participant feedback .....	10
3. Facilitator Feedback .....	11
4. Further validation of feedback .....	12
5. Conclusions & Recommendations .....	12
Appendix a: Exercise Design .....	13



## ACRONYMS AND ABBREVIATIONS

PICP – Pacific Islands Chiefs of Police

PIDC – Pacific Immigration Development Community

PSC – the Australia Pacific Security College, Australian National University

PTCCC – Pacific Trans-national Crime Coordination Centre

OCO – Oceania Customs Organisation

TCU – Transnational Crime Unit



## EXECUTIVE SUMMARY

In 2018, the Oceania Customs Organisation (OCO), Pacific Immigration Development Community (PIDC) and Pacific Islands Chiefs of Police (PICP) - representing over 60 national Pacific Islands law enforcement agencies - signed a *Declaration of Partnership* between the three organisations. In 2019, the Australia Pacific Security College (PSC) consulted with Pacific leaders in the security sector to build a workplan that reflects Pacific needs and interests.

As a first activity with the PSC, the Secretariats of the regional law enforcement organisations proposed a multi-agency exercise to contribute to improve law enforcement cooperation, involving Police, Customs and Immigration agencies in Fiji, Samoa and the Solomon Islands. The request for the multi-agency exercise across jurisdictions also forms the first activity under the *Declaration of Partnership*. The only similar multi-agency exercise regional organisations could recall was held a decade ago.

Conducted on 25<sup>th</sup> February and 4<sup>th</sup> March 2021, the exercise has shown that, even with travel restrictions flowing from the COVID-19 pandemic, cross-border and cross-agency exercises are both possible and desirable (see [\*Appendix A: Exercise Design\*](#)).

Each country nominated a 'taskforce' of representatives from key national arms of law enforcement (police, customs, immigration), plus the national TCU. The exercise scenario addressed the intersections between trafficking of illicit goods, irregular border crossings, smuggling of migrants and trafficking in persons. Themes included aspects of financial crime, money laundering and identity fraud.

The key recommendations and learnings from the exercise were:

- information sharing must be improved to enable law enforcement agencies to address transnational crime risks,
- the Transnational Crime Units play a critical role as an information broker in each country and they need to be staffed by all agencies,
- collaborative use of portfolio powers can address legislative gaps,
- effective information sharing systems could improve the ability of agencies to build a robust intelligence picture, and
- there would be benefits from extending collaboration and information sharing beyond core law enforcement agencies.

PSC is willing to work with regional security partners to conduct further exercises in 2021 and onwards, involving further Pacific countries and territories. Building upon the scenario developed for the pilot, these exercises would be tailored to reflect different participating countries and incorporate the conclusions and recommendations from the successful pilot.



## 1. NATIONAL TASKFORCE FEEDBACK AND RECOMMENDATIONS

National taskforces presented findings and recommendations during the group sessions at the end of each day. These included a number of substantive recommendations for change. All recommendations are drawn from the views of participants.

The fact that the agencies were meeting to receive and share information for the exercise highlighted that, in reality, this did not always happen as effectively or often as it should. Each of the groups commented that governance arrangements such as MoUs were either required, or needed review.

The teams acknowledged and recognised how information sharing was critical among law enforcement agencies. The teams identified the need for stronger networks to support and inform leaders' decision. They also recognised the role of the TCU in each country. However, they recognised that TCU can be primarily staffed by police and agreed the TCUs would be stronger if all law enforcement agencies were represented. For example, The Fiji team identified the lack of an Immigration presence or linkage with the TCU as requiring remedy.



**Word cloud from participant responses in the evaluation. Large words were used more often.**

Command and Control was also a common theme in the discussions and group feedback. While Police, supported by TCUs, would generally take the lead in terms of prosecution and investigative direction, there was strong appreciation of the impact of connecting the intelligence pictures held by all agencies - along with collaborative use of portfolio powers.

The mechanisms for exchange of information were also canvassed by each group. APAN was highlighted as a positive mechanism for sharing information and intelligence. The role of regional organisations was a common theme, with the exercise posing direct questions around how cross-border intelligence would be shared. PTCCC was seen as a key conduit

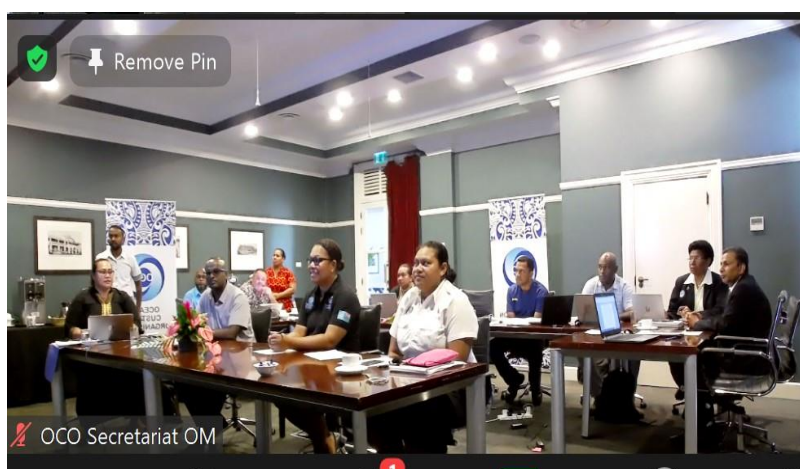


by participants, both in terms of transmission of intelligence and law-enforcement requests for assistance. PIDC was mentioned as key source of intelligence/information.

Teams recognised that, were the scenarios to occur in real life, several other agencies would have been engaged, including national Financial Intelligence Units (FIUs).

In addition to the broad themes detailed above, each country team provided national reflections and recommendations.

## FIJI TEAM RECOMMENDATIONS



**Fiji Team participating in end-of-day session feedback with PSC and other national teams via Zoom**

The Fiji team noted that legislation addressing organised criminal activity warranted review, as do the information-sharing arrangements between Fiji Customs, Immigration and Police.

The TCU was highlighted for its key role as an information sharing and coordination mechanism, and as such the team agreed that an Immigration presence within the TCU was a need that had been identified as a result of the exercise.

The team noted the importance of the Immigration Border Management System (BMS) as a source of data relevant to law enforcement, and the need to ensure these systems and their data are accessible to relevant agencies. The team noted that APAN is the most secure shared communication platform and was an asset for all in the region to use for information exchange.

The Fiji team highlighted the importance of building a shared intelligence picture at the border. The National Integrated Coordination Centre (NICC) in Fiji currently operates as



the centre for border security with various secondees from multiple agencies. Currently all border agencies are located in NICC except for Customs, and perhaps their inclusion would add value to the information sharing and improved coordination.

## SAMOA TEAM RECOMMENDATIONS



**Samoa team workshop – Day 1**

The Samoa team saw the need for a sustained multi agency collaboration on a regular basis – not just during exercises or under the pressure of operations.

Their recommendations included establishing a committee to formalise and strengthen cross-agency information sharing, and improving operational capacity between agencies.

Informal mechanisms which they also agreed to strengthen included: ensuring relevant officer contact details were shared across agencies; working to build relevant officer-to-officer relationships to foster appropriate collaboration and trust; and participation by all relevant agencies in national and regional intelligence meetings and activities.

The Samoa team reported that the exercise had highlighted the benefit of standard intelligence methodology, reporting and language between agencies.

The Samoa team suggested that once international borders reopen, PSC may wish to consider hosting several training sessions in a third location so that participants are away from the demand of work/operations.



**Samoa Team link charting the exercise on a whiteboard (Day 1)**



## SOLOMON ISLANDS RECOMMENDATIONS

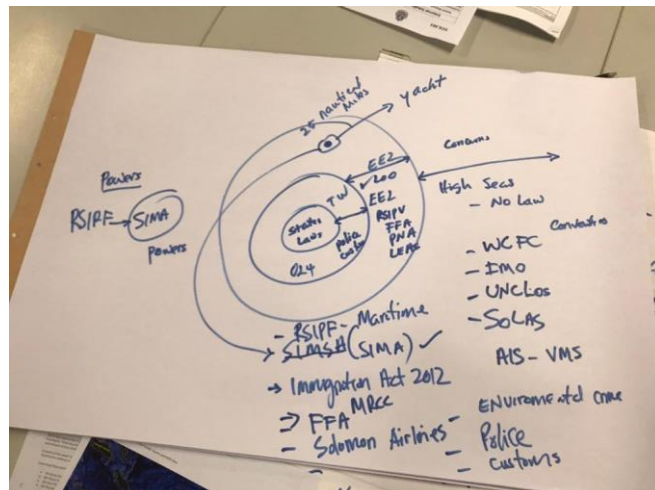
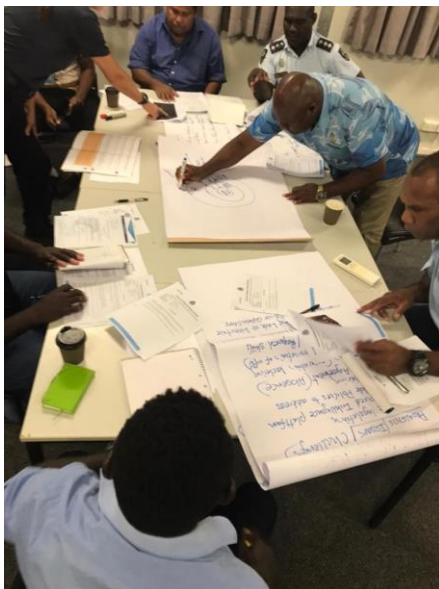
The Solomon Islands team highlighted the need for legislative review to strengthen border security. Given the Solomons part of the scenario commenced with a maritime element (a yacht carrying cocaine), the team confirmed the exercise was very useful in exploring issues relating to maritime boundaries. This highlighted for the team the value in sharing human resources and assets, such as maritime assets.



Solomon Islands team view of Zoom feedback session – end of Day 1

The team reported the exercise sparked valuable discussion around other industries such as mining, forestry, and fisheries. For the Solomon Islands, these resource industries have become key sites of transnational crime including drug trafficking, people smuggling and money laundering.

The team recommended looking to merge information holdings to access and connect the relevant information. The team described the need for a system to share information that was accurate and could be trusted.



Solomon Islands Team workshopping maritime zones pursuant to UNCLOS while evaluating the “discovery” of a grounded yacht carrying drugs in the scenario – Day 1



Solomon Islands commented that relevant MoUs need to be finalised to formalise information sharing between the represented agencies and the Financial Intelligence Unit.

Command and control was actively explored by the Solomon Islands team during the exercise. There was general agreement that Police would lead the investigative elements identified in the scenario, although sometimes (in reality) Police end up with investigative lead simply because of resourcing constraints in other agencies.

In the scenario, the team creatively used agency roles within the joint taskforce to address gaps in legislation where these were identified — such as the treatment of the precursor pseudoephedrine. They recommended designating officers within other agencies with immigration officer powers to enable all law enforcement agencies to search properties and vessels even in the absence of an Immigration Officer.

The team was interested to understand cryptocurrency and its implications and use as currency of choice in transnational crime.

The Solomon Islands team requested the scenario be run again for the Country on a national basis only, with a new group of participants from the same agencies.



**Solomon Islands team workshop – Day 1**



## 2. INDIVIDUAL PARTICIPANT FEEDBACK

Individual participant feedback was taken at the end of the exercise. This was complemented by informal feedback throughout the exercise, which was passed back through local facilitators.

Individual participant survey responses were positive, with several comments seeking further exercises of this nature.

Others highlighted the value of cross-agency networking, collaboration and information sharing as a learning outcome. The value of PTCCC and TCUs in facilitating information sharing was specifically noted in the feedback.

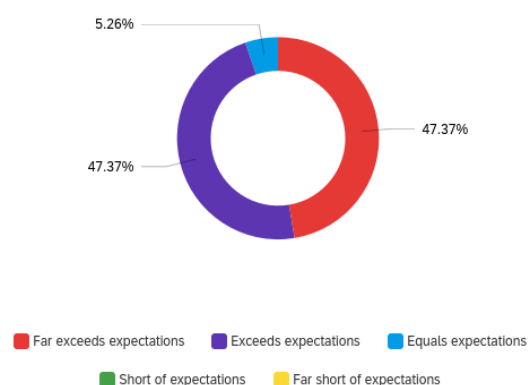
The importance of analysis of information in driving enforcement outcomes was noted by participants, along with the need for related skills such as link charting of scenario elements.

Several participants noted that the exercise highlighted agency reluctance to share as barriers to these outcomes.

Common themes for remedy included the need for leadership support for greater collaboration, along with reviews of legislation, MOUs, and TCU composition.

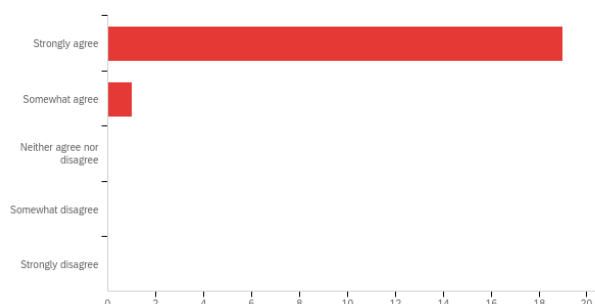
### **“To what degree did you find the exercise useful, engaging, and relevant to your professional development?”**

94.74% of the 22 participants felt the exercise had exceeded or far exceeded their expectations, with 5.26% in agreement that it equalled their expectation.



### **“To what degree did you find the exercise supporting documents and story engaging and relevant to law enforcement cooperation in your country and region?”**

*95% of the participants strongly agreed*





### 3. FACILITATOR FEEDBACK

The role of in country facilitators was critical to the success of the pilot exercise. PSC is indebted to the exercise facilitators for their commitment and preparation for the activity:

- Samoa – **Ioane Alama (PIDC)**
- Fiji – **Daphne Stone (OCO)**
- Solomon Islands – **Karen Whitmore (RSIPF, seconded from AFP)**

PSC met with facilitators via Zoom following each session in order to receive their feedback on the progress of the exercise, logistics, the scenario, and exercise operational arrangements.

While facilitators felt the scenario was sound, the time allowed for the exercise was judged insufficient to allow for full discussion by all teams. Facilitators commented that time constraints also prevented other elements of realism, such as having PTCCC itself feed out artefacts, use of APAN by teams, development of an Operational Plan as a team outcome, and having teams themselves actively decide what they would share with other teams. Facilitators recommended that future exercises allow more time to pursue these outcomes.

The facilitators felt that having teams working concurrently and meeting at the end of sessions was highly beneficial, and assisted in developing a friendly cross-team competitiveness and regional camaraderie.

Facilitators considered the composition of the national taskforces was correct. Standout participants included several who had previously been seconded to their national TCU, bringing a collaborative mindset. In one case, participants demonstrated link-charting and analysis skills which other team members took away as their most significant learning. In some cases, participants were either too senior, or too junior, but it was felt this could be dealt with by continuing to be specific about participant level and capability.

Facilitators agreed that further exercises should take place as soon as possible.

#### Facilitator Comments

“It was the most successful exercise in a long time in igniting senior management discussion around law-enforcement collaboration”

“More of these exercises need to be undertaken”

The exercise was “positive and affirming” for the national team as it reinforced the identified need to establish an information-sharing MoU.



#### 4. FURTHER VALIDATION OF FEEDBACK

PSC will undertake a further validation of the participant and group feedback in May 2021, whereby participants will be asked to elaborate in their own words what were the most significant changes to their professional or agency approach to law-enforcement collaboration and cooperation following the exercise. These stories will be communicated to regional organisations to ensure actual outcomes following the passage of this time are identified and understood by regional security partners.

#### 5. CONCLUSIONS & RECOMMENDATIONS

Improving law enforcement collaboration is a strategic objective embraced by Pacific nations and regional security partners. This was most recently elaborated in the Boe Declaration on Regional Security (2018), and is consistent with *Strategic Focus Area 4: Transnational Crime* of the Boe Declaration Action Plan.

The Pilot Law Enforcement Exercise has shown that, even with travel restrictions flowing from the COVID-19 pandemic, cross-border and cross-agency exercises of this nature are not only possible, but also desirable. Participating agencies appreciated the exercise and outcomes, and demonstrated a clear appetite for more.

PSC is willing to work with regional security partners to conduct further exercises in 2021 and onwards, involving further Pacific countries and territories. Building upon the scenario developed for the pilot, these exercises would be tailored to:

- reflect a new set of participating countries
- allow more time for each exercise, whilst respecting the pressure these activities can place upon day-to-day tasks
- engage regional agencies including PTCCC as active participants
- permit greater use of information-sharing mechanisms (eg. APAN)
- encourage greater decision-making about what information is shared with other teams
- enable creation and documentation of team Operational Plans, and
- as borders reopen, consider co-location away from the work environment of participants for the exercise duration.



## APPENDIX A: EXERCISE DESIGN

The learning objectives of the pilot exercise were:

- leadership and collaboration in a multiagency context,
- the role of, and requirement for, analysis, and
- risk management.

The focus of the exercise was strategic, to drive shared learning at a national and regional level. The scenario included operational information and elicited some discussion on operational priorities (in the context of the exercise). However, the focus of the exercise was on how law enforcement agencies cooperate, how they share information, and how they work with other parts of government to deliver security outcomes.

To set the scene, the exercise commenced with national taskforces receiving intelligence as part of their regular inter-agency law enforcement liaison arrangements. The exercise then ran with three sub-themes in each of the three countries domestic environments, with linkages emerging from each developing into a larger, joined-up picture. This process included the “discovery” of cross-agency and then cross-border and regional trans-national crime elements requiring a coordinated approach from participants.

The exercise was developed into a series of artefacts (documents) by which the scenario would be communicated within and between national taskforces. These consisted of information “shares” from PTCCC, as well as internal information reports and “shares” among the teams and/or to and from PTCCC. The artefacts reflected the key role of PTCCC as a key regional information-sharing source, and highlighted its potential to assist with advice, technical assistance and information exchange further afield, such as Interpol.

Artefacts were created with relevant agency logos and in agency or organisational format where these existed, in order to improve realism. Travel documents of key suspects were mocked up to reflect the ICAO-standard travel document bio-page format, with images of suspects chosen to add a touch of humour to the exercise. PSC also created starting and closing video “news clips” to frame the exercise and validate the activities of the teams.

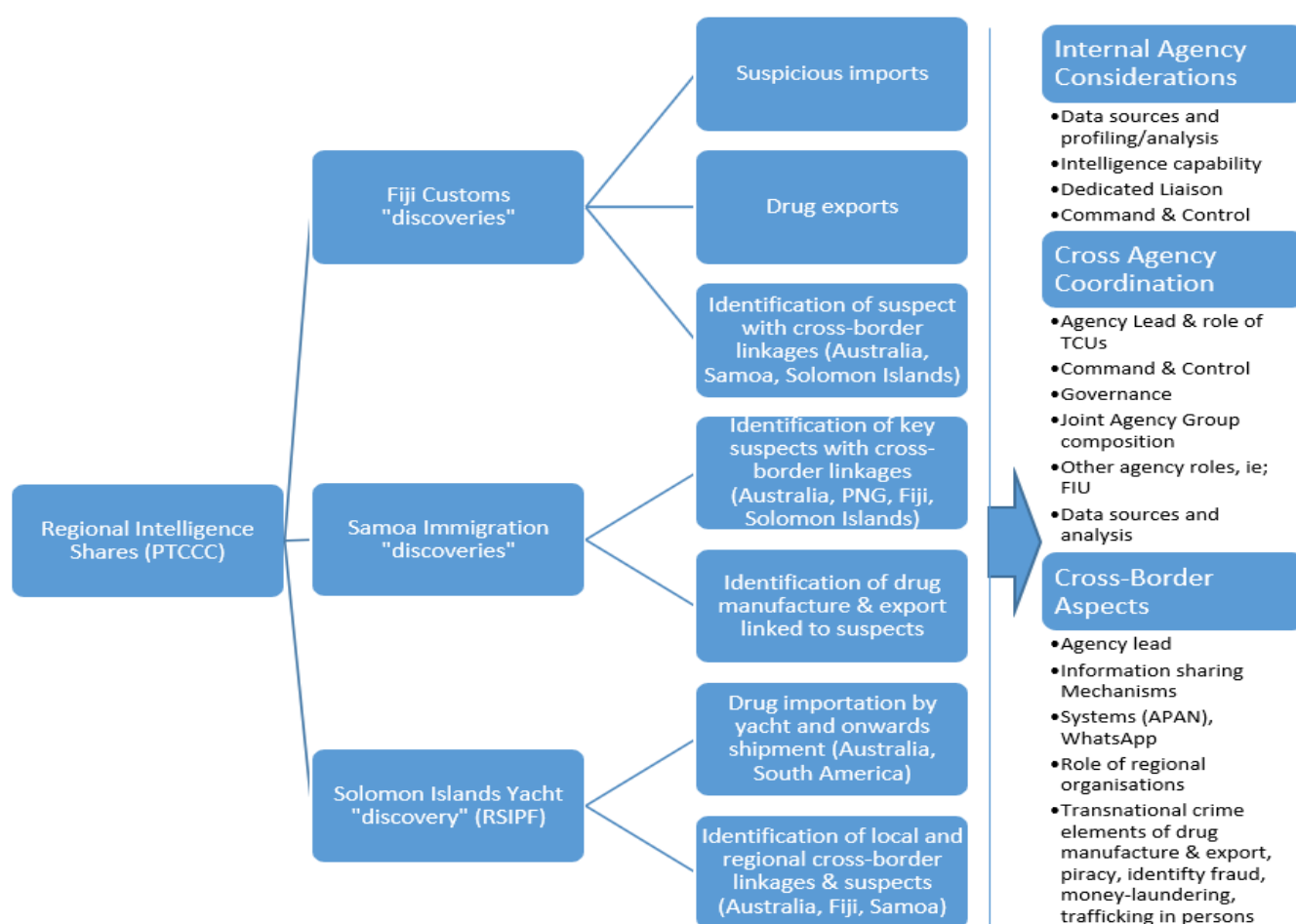
In order to ensure discussion moved smoothly in each location, and to minimise the risk of communications failure disrupting the exercise, local facilitators coordinated the delivery of the artefacts for each national taskforce in accordance with pre-prepared exercise running sheets, as well as facilitating discussion of the “incoming” artefacts.



The running sheets for each facilitator included a detailed description of the storyline and outcomes were sought at each stage to ensure that whilst participants felt they were able to create their story and response from the artefacts, facilitators were able to respond to unanticipated turns in the exercise. PSC maintained direct communications with facilitators during the exercise, able to respond to issues including unexpected turns in the storyline if/when they arose.

The exercise was structured so that key questions around what teams needed to know, and how they would find out would emerge naturally, along with command-and-control decisions. These were flagged in the running sheets, so facilitators could prompt teams as required. Teams were asked at each stage “what would you share and when” as they realised cross-agency and cross-border linkages were emerging.

## Exercise map and activity requirements





- it fell within the mandate and expertise of participants, was topical, and reflected the organisational realities experienced in the Pacific,
- jurisdictional responsibilities of each agency represented were explored,
- existing sources of information and data were identified, discussed and understood,
- information sharing pathways, protocols and governance arrangements were identified and tested,
  - agency to agency
  - contact to contact
  - formal vs informal
  - domestic and cross-border
- management decision-making points and operational command and control arrangements were identified and tested, and
- “Forks in the road” were identified and discussed, with provision for discussion among the participants around “what ifs”.

**SAM001**



**Possible identification of Australian OMG Member Mr Rock Johnson in Samoa in false identity**

<b>CLASSIFICATION:</b>	<b>Restricted</b>
<b>DATE:</b>	25 February 2021
<b>AUTHOR(S):</b>	Samoa Immigration
<b>CONTACT DETAILS:</b>	Immigration HQ
<b>DISSEMINATION:</b>	

1. Samoa Immigration has conducted a search of BMS movement data and has not located any record of arrival or departure for Mr Rock Johnson, dob 16/09/1985, Australian passport PAXYZ123098. There is also no exact match for a person of that name and date of birth of any nationality within the Samoa Immigration BMS.

A BMS alert has been raised in the name of Mr Rock Johnson, dob 16/09/1985, Australian passport PAXYZ123098, with both Australian and PNG citizenships, to ensure detection if he arrives.

2. Detailed analysis of recent flight arrival data in the BMS has revealed an arrival on February 24<sup>th</sup> 2021 from Nadi Airport of a Mr Rocket Johhno, citizen of Papua New Guinea, date of birth 16/10/1985, passport number PI567123. He was granted a 30-day tourist visa on arrival.

The Samoa BMS record contains a scanned image of the passport biopage presented on arrival. Experienced senior airport management within Samoa Immigration have compared the passport biopage image in the Samoa BMS for Mr Johnno against the image and details contained in the PTCCC alert P004 relating to Mr Johnson, and have concluded it is highly likely they are the same person.

The incoming passenger card of Mr Johnno indicates a private address in Apia as the place of stay during the visit, 1123A Saleufi St, Apia, with a local mobile phone contact, +685 720 1234. His occupation on the passenger card is described as "Importer-Exporter".

There is no departure record for Mr Johnno, thus it appears he remains within the country.

A copy of the passport biopage of Mr Johnno, taken from the Samoa Immigration BMS, is attached

This document is for the use of immigration and law enforcement agencies for Law Enforcement Exercise purposes only. The document is not factual – it is a fictitious exercise document only and any resemblance to any real persons or facts is unintended.

Page 1 of 2

### Passport biopage – Mr Rocket Johnno

PAPUA NEW GUINEA		
Type/ Type	Country code/ Code du pays	Passport Number/ N° de passeport
P	PNG	PI567123
Surname/ Nom JOHNNO		
Given names/ Prénoms ROCKET		
Nationality/ Nationalité PAPUA NEW GUINEA		
Date of issue/ Date de naissance 10 OCT 1985		
Sex/ Sexe M	Place of birth/ Lieu de naissance MT HAGEN	
Date of issue/ Date de délivrance 10 MAR 2020	Authority/ Autorité PASSPORT OFFICE	
Date of expiry/ Date d'expiration 10 MAR 2025	<u>Holder's signature/ Signature du titulaire</u> <i>The Rock</i>	

This document is for the use of immigration and law enforcement agencies for Law Enforcement Exercise purposes only. The document is not factual – it is a fictitious exercise document only and any resemblance to any real persons or facts is unintended.

Page 2 of 2



## **ANNEX THREE**

### **COVID-19 and PIDC related responses**

With the emergence of COVID-19 in January 2020 as a global pandemic, countries rushed to introduce international travel restrictions along with new health and social distancing policies to minimise the spread of the virus. In addition to COVID-19 impacts at a national level, PIDC also faced specific challenges which included:

- a) Members all having to enforce international travel restrictions (including the development of border procedures and the introduction of national quarantine periods for arriving international travellers);
- b) significant emphasis and scrutiny being placed on Members regarding border processes and interagency interaction (both national and international engagement) to protect communities from the introduction of COVID-19;
- c) international travel restrictions impacting PIDC activities (including meetings, workshops, and delivery of PIDC technical support prioritised by Members in Annual Work Plan and Budget); and
- d) the need to adapt and revise existing policies, SOPs, model resources and training programmes to include COVID-19 measures.

In response to COVID-19, the Secretariat with the support of the Board undertook a number of activities at multiple levels to support Members' operations. These included:

- a) provision of access to technical information to support development/strengthen national policies and SOPs (COVID-19 related immigration clearance, information sharing, health and safety at work place and international Ports of Entry);
- b) revision of PIDC SOPs on management of Disaster Personnel and dissemination to Members along with offer of support for their implementation;
- c) provision of support to PIFS to establish a regional approach and structure for the Pacific Humanitarian Pathway – COVID-19 (PHP-C);
- d) as part of the PHP-C Regional Task Force (RTF), development of regional high level immigration protocols for clearance of disaster relief personnel which were endorsed by the Forum Foreign Ministers' Meeting (FFMM);
- e) supporting Australia to establish Operation Akamaui in collaboration with Oceania Customs Organisation (OCO) Secretariat as a possible avenue of support for Members to respond to COVID-19; and
- f) development of a PIDC COVID-19 Programme with Australia to assist PIDC Members adjust to the impacts of COVID-19 (AUD\$500,000 additional funding from Australia).

#### **PIDC COVID-19 Regional Programme**

A significant issue that became evident at the outbreak of COVID-19 was the need to support PIDC Members in adjusting to longer term challenges in areas such as direct communication, virtual delivery of technical assistance, and limited resources to adjust to revised national border operations.



As a result, PIDC after discussions with HA was provided funding by Australia for AUD\$500,000 to support Members adjust to COVID-19 over the next 24 months. To advance this work, the Secretariat developed a work programme to provide resources and innovative options on how to effectively adapt business processes and services to the new challenges. The Secretariat recruited a Programme Officer to roll out the implementation of the programme. As part of the programme, PIDC: (a) provided a one off injection of resources to support Members adjust to the new communication realities required to operate effectively as a member of an international organisation; and (b) looked to support institutional reforms through the strengthening of SOPs and training curriculums to ensure COVID-19 measures are included.

### **Pacific Humanitarian Pathway – COVID-19**

In response to the significant challenges caused by the global pandemic COVID-19, the Pacific Islands Forum established the PHP-C under the Biketawa Declaration on 7 April 2020 during a 2020 Special Session of the Forum Foreign Ministers' Meeting (FFMM) which was attended by PIDC.

- The PHP-C was designed to establish an enabling political environment to ensure that Forum Members' requests for medical and humanitarian assistance for their preparedness and response to COVID-19 are addressed in a timely, safe, and effective manner that does not undermine national efforts already in place.

To operationalise the PHP-C, PIDC was invited to form part of a Regional Taskforce (RTF) reporting to a FFMM Ministerial Action Group (MAG). The Secretariat with engagement of the Board subsequently supported RTF and MAG discussions for the development of the PHP-C Governance and Operational Arrangements to guide the implementation of the Pathway. One of the key activities to implement PHP-C was the development of high-level protocols to operationalise and standardise common approaches for the clearance of relief disaster personnel and supplies.

PIDC at PIFS request drafted the regional immigration protocols (which were based on and reference the PIDC Model SOPs) which were finalised and endorsed by the RTF and subsequently by the MAG in June 2020. The PIDC Secretariat was represented in all RTF meetings and presented the immigration protocols to both the RTF and MAG for discussion and endorsement. The MAG on 17 June amongst other things considered and endorsed:

- a) Common Protocols for the Deployment of Technical Personnel;
- b) Common Protocols on Customs and Biosecurity;
- c) Common Protocols on Immigration;
- d) Common Protocols on Repatriation of Forum Nationals, and tasked the RTF to further explore the application of the protocols to the transit of Forum nationals from countries outside the region through Forum countries; and
- e) Common Protocols on Clearances for Aircraft and Ships Transporting Medical and Humanitarian Assistance, Technical Personnel, and Repatriating Nationals.

### **Operation Akamau**



In its meeting of April 2020, the Board endorsed in principle the establishment of Operation Akamau that had been proposed by Australia to coordinate OCO and PIDC activities to support Members combat COVID-19 and operationalise the Pacific Islands Forum PHP-C. The Board:

- a) noted the proposal provided by Australia for the establishment of Operation Akamau as an OCO/PIDC led activity to coordinate regional immigration and customs efforts to support the establishment of the PHP-C and provide leadership in the area of humanitarian assistance in the Pacific;
- b) agreed to endorse the establishment of Operation Akamau in principle and tasked the Secretariat to support Australia to finalise Operation Akamau for the Board to consider and endorse inter-sessionally as a matter of priority given the pressing timelines; and
- c) welcomed the inclusion of PIDC Board representatives and Secretariat in the joint steering committee and noted that this oversight committee allowed PIDC to monitor coverage of operational efforts in achieving priorities identified by Members.

Since the establishment of Operation Akamau, the Secretariat and ABF Officers have remained in communication regarding issues related to PPE and the Secretariat, and network remains prepared to respond to any Member requests that may be made under this operation.



## ANNEX FOUR

### Developing a Model National Immigration Strategic and Operational Framework

Recommendations	Next Steps for Members	Next steps for PIDC and Secretariat
<b>Recommendation 1.1: Establish a Ministerial Committee on Border Management comprising Ministers of key border management agencies.</b>	Each Member to consider at the national level whether appropriate according to national circumstance and priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 1.2: Establish a Joint Border Agency Group of Senior Officials comprising senior executives of the border management agencies, to meet regularly to manage and coordinate the implementation of Government policy and strategies regarding border management.</b>	Each Member to consider at the national level whether appropriate according to national circumstance and priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: Strategic Framework Standard Operating Procedures
<b>Recommendation 1.3: Establish a cooperative arrangement with the Departments of Fisheries, Quarantine and Customs to strengthen the sea border surveillance and inspection through the acquiring and sharing of information on vessels and their activities at the EEZ including transshipment activities.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<b>Recommendation 1.4: Clearance of fishing vessels for fishing trips and at the high seas and trips to processing countries after the transshipment activities should also include clearance by the Immigration agency.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 1.5: Consider the centralisation of border functions of Immigration and Customs into a single agency.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	This is a sensitive issue that each Member will need to consider and plan for accordingly.
<b>Recommendation 4.1.1: Carry out a comprehensive process of consolidating policy and development, where the latter is required.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	This is a sensitive issue that each Member will need to consider and plan for accordingly.
<b>Recommendation 4.1.2: Establish a cyclic review process with a 'bring up system' where policies are considered based on current and emerging issues .</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.1.3: On the completion of the policy consolidation, establish a policy database, develop and distribute a set of processing and procedural instructions and guidelines to processing staff.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> </ul>



		<ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.1.4: Educate officials:</b> <ol style="list-style-type: none"> <li>a) in the policy formulation process and in communicating policy issues to stakeholders and the public.</li> <li>b) on current and new policies to facilitate seamless implementation with the relevant legislations.</li> </ol>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.1.5: Establish a Joint Border Agency Group comprising senior executives of the border agencies, to meet regularly (during the implementation period) and share information, discuss issues and consult on potential solutions, coordinate the implementation of Government policies and strategies in migration and border management in conjunction with Recommendations 1.1 and 1.2.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.2.1: Take stock of existing capacities and record development steps made in the Capability Database.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>



<b>Recommendation 4.2.2: Develop a capacity development programme to enhance the sustainability of existing capabilities towards organisation effectiveness.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> <li>• </li> </ul>
<b>Recommendation 4.2.3: Commit to a training effort through:</b> <b>a) The establishment of a training capacity within the Immigration agency, and that this training is to focus on operational and technical staff;</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>b) The professional development of middle to senior-level staff to hone and enhance their core skills base, operationalisation of the immigration legislation, administration and management skills, and capacity to take the Agency through the required management improvements;</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>c) The development of an Immigration induction training and core competency training programmes for new officers and existing officers, respectively, with the induction phase linking with the Public Service induction training;</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>



<b>d) The development of a training programme for specialised tasks including refugee status determination, counter-trafficking and smuggling including victim identification, plan and conduct investigation, dealing with crime scene and evidence, interviewing and victim sensitive processing for appropriate treatment and including return, for immigration and law enforcement officials;</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>e) Training on international standards / guidelines and code of conduct for immigration and law enforcement officers;</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>f) Consider the inclusion in training programmes of officials at the public service secretariat and line ministries whose scope of responsibilities include immigration; and</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>g) Consider the development of a 'BCamp' training model for immigration and law enforcement officers.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>



<b>Recommendation 4.2.4: Undertake a comparative work value study that examines the scope of work, seriousness of border control decisions and activities that protect the national border and propose structural changes, staff numbers and work condition adjustments where necessary.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.2.5: Facilitate a culture change together with more open, robust and systemic procedures to discourage unethical work practices through the (re)design of business processes that includes delegations, reporting requirements, routine auditing of decisions and auditing trails, staff rotation, mentoring, succession planning, accountability, transparency, and visionary leadership.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.2.6: Include qualifications in core immigration courses to be a criterion for promotion and appointments in coordination with the PSC.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.2.7: Establish a Migration Skills List / Expert Inventory.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>



<b>Recommendation 4.2.8: Review the arrangement regarding the management of the ‘security deposit’ or ‘bond’ through the opening of a ‘security bond account’ by the Ministry of Finance, for capacity building purposes, with management responsibility by the Immigration agency, under the usual financial oversight arrangement.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.2.9: Consider the use of a results-orientated appraisal and performance assessment in tracking work outputs for units and individual staffs, which is to be preceded by the appropriate training.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.2.10 Agency’s to submit training requirements and priorities to PIDC who will coordinate, mobilise funding support, oversee regional training and evaluate individual capacity against agreed targets.</b>	Members to consider whether this is an appropriate piece of research for PIDC to undertake.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>



<b>Recommendation 4.3.1: Set up a migration information database with management and sharing guidelines that addresses issues such as ‘ability to share’, ‘sharing relationship’ and ‘value of sharing’.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.3.2: Set up information sharing point of contact with clear guidelines at agency and national levels.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.3.3: Align legislations and process to facilitate transparent and accountable information sharing and processing.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.3.4: Clean up and update the Watch List and Overstayer List.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



<b>Recommendation 4.3.5: Establish a joint border agency group for real-time consultations on policy and operational matters.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.1: Strengthen the cooperation with the Police, Transnational Crime Unit (TCU), Finance Intelligence Unit (FIU), Customs and relevant government services through the streamlining of information exchange arrangement to track and deal with trafficking and smuggling activities.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.2: Identify risk countries and develop language interpretation capacity within the Immigration agency.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.3: Carry out an annual review of the list of free visa/visa on arrival countries to ensure relevance.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> </ul>



		<ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.4: Formulate specific policy to address the increase in risk country entries at the business and residence permit categories with explicit consideration of a risk mitigation strategy, workload implications and training in the risk country language to support permit processing and compliance.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.5: Strengthen joint agency and regional cooperation on intelligence / information sharing and investigation in conjunction with Recommendations 1.2, 4.1.3 and 4.1.5.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.6: Review and re-issue compliance and investigations procedures manuals and instructions. The manuals and instruction are to be reviewed periodically to consider lessons learnt, policy changes and emerging issues.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



<b>Recommendation 4.4.7: Training of counterpart agencies including consular officials, airline check-in staff and prosecutors on trafficking in people, smuggling of migrants and related transnational crime.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.8: Training of border and law enforcement officials on agency and UN Code of Conduct.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.9: Upgrade passport security by introducing a more robust system of recording the allocation of documents to processing officers through an automated stock control module and combining this with a refined allocation manual where issuing officers sign for receipt of the blank documents. This officer should be tasked with reconciling issued passports, spoilt-in-preparation passports and un-issued passports against those allocated each day.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.4.10: Implement an information management process to assist the development of an analysis/intelligence capability.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



<b>Recommendation 4.5.1: Improve the border system to provide the above functions as baseline.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.6.1: Qualification in relevant international conventions and guidelines to be part of border and law enforcement officials' induction, refresher trainings and operating certificate assessment.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> </ul>
<b>Recommendation 4.6.2: Develop a strategy to improve staff values and conduct through the development of a Code of Conduct in conjunction with the UN Code of Conduct for Law Enforcement Officers with guidelines on how to deal with situations and/or issues Immigration officers face in the course of their duties. Awareness and refresher training to be conducted on a periodic basis (at least once a year).</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> <li>• Training curriculum</li> <li>• Code of Conduct</li> </ul>



<b>Recommendation 4.6.3: Formulate a business continuity plan as addendum to the strategic plan and is to cover man-made and natural crises.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.6.4: Develop a joint border agency operational coordination contingency plan.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.7.1: Set up an R&amp;D capacity with clear terms of reference, targets and reporting guideline.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 4.7.2: The Immigration agency with relevant border agencies work towards aligning relevant legislations and processes to resolve overlaps, gaps, or contradictions to ensure coherence, effectiveness and accountability.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation 4.7.3: Enhance the border process guideline as follow:</b></p> <p>a) Develop modules of the Curriculum on Standardized Induction Training for Frontline Border Officials.</p> <p>b) Training of officials on the Standardised Induction training for Frontline Border Officials.</p> <p>c) Adapt appropriate Standardised Induction training modules as quick reference guides for use in appropriate processes.</p> <p>d) Adopt available quick reference guides for use by border officials.</p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 4.7.4: Develop a national migration referral mechanism to facilitate the processing of all categories of travellers/migrants.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 4.7.5: Develop a migration and border management handbook for the PIDC region.</b></p>	<p>Members to consider whether this is an appropriate piece of research for PIDC to undertake.</p>	<p>Secretariat to develop for Members.</p>



## Strengthening Primary Line Operations for Small Pacific Island Countries and Territories

Recommendations	Next Steps for Members	Next steps for PIDC and Secretariat
<p><b>Recommendation 1:</b> Consideration should be given to conducting a study into the feasibility, relevance, costs and benefits of developing common examination standards, shared record keeping, shared alerts management, and agreements about handling of non-compliant individuals.</p>	<p>Members to consider whether this is an appropriate piece of research for PIDC to undertake.</p>	<p>Secretariat to develop for Members.</p>
<p><b>Recommendation 2:</b> BMS data is a national resource and should be integrated with other systems and agencies in a tailored, consistent form and made available on a need to know basis.</p>	<p>Each Member to consider at the national level to whether appropriate according to national circumstance and priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 3:</b> The Immigration portfolio must 'own' the responsibility for the operation of the PL and this responsibility cannot be abrogated unless there are fundamental changes to the five factors for ownership.</p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation 4: The requirements for information from the BMS should be specified and formalised through a series of inter-agency agreements signed by the Heads of Immigration and each of the other agencies concerned.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 5: PICTs should urgently review the delegations issued under the Immigration Act to reflect the current and foreseen future operating environment.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 6: Border agencies should develop a Conops to outline responsibilities at the border from the point of view of the officer. This document should feed into training and form the basis of engagement between agencies operating at the border.</b></p>	<p>Members to consider whether this is an appropriate piece of research for PIDC to undertake.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> <li>• PIDC Develop Model Conops</li> </ul>



<b>Recommendation 7: Eliminating the stamping of passports should only be considered in the presence of a fully functioning BMS which accurately records details of all a country's border crossings.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 8: VoA is at best an interim measure given the risks. PICTs should consider moving to a system of pre-clearance.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul>
<b>Recommendation 9: All traveller movements across a country's borders should be recorded in a BMS.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 10: PICTs should institute an interagency committee on passenger documentation which: identifies ownership (which may be shared) of each question on each entry card; works toward the consolidation of information on all cards; and seeks to eliminate as many of them as possible in the long term, without creating information gaps.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation 11: Countries should review their alert systems to ensure alerts are current and that a clear owning agency or unit is identified for each alert.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 12: Primary Line officers should have a working knowledge of their country's legal processes as they relate to border management and be trained in the skill of providing succinct and accurate evidence under oath.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> <li>• Training Curriculum</li> </ul>
<p><b>Recommendation 13: Immigration agencies should note the possible change of focus for PL officers associated with the introduction of greater automation and adoption of new technology. This should be factored into future recruitment and training plans and form part of the ongoing development of SOPs.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation 14: Notwithstanding the possible increase in the level of inconvenience (and therefore possibly complaints) to non-citizen travellers, revenue collection processes should be moved away from the PL.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 15: Training for PL officers should reinforce their broader security and situational awareness responsibilities and obligation to immediately report incidents of non-compliance.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> <li>• Training Curriculum</li> </ul>
<p><b>Recommendation 16: The set of PL best practices contained in this report, means countries should:</b></p> <ul style="list-style-type: none"> <li>• regularly review and update their national immigration policies;</li> <li>• develop legislation which reflects 21st century priorities and environment, and which has the agility and flexibility to respond quickly to changing circumstances including in: <ul style="list-style-type: none"> <li>❖ patterns of visa usage; organisational infrastructure;</li> <li>❖ IT capability; national security priorities;</li> <li>❖ economic conditions, environment;</li> </ul> </li> </ul>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes on:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> <li>• Training Curriculum</li> </ul>



<ul style="list-style-type: none"> <li>❖ regional arrangements; and</li> <li>❖ current and future international commitments;</li> </ul> <ul style="list-style-type: none"> <li>• develop visa criteria which are available to PL officers in a clear and consistent format; and</li> <li>• adopt a nationally coordinated approach to border management, underpinned by a distributed BMS.</li> </ul>		
<b>Recommendation 17: PIDC Secretariat should continue to explore and further develop the range of available online training packages for PL officers.</b>	Members to consider whether this is an appropriate piece of research for PIDC to undertake.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Recommendation 18: PICTs should consider the provision of cross-training to all border management staff, particularly training in the establishment of traveller identity and intent.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Declaration of Partnership</li> <li>• Strategic Framework</li> </ul>
<b>Recommendation 19: PICTs with multiple border control posts should review their facilities and operating environments with a view to standardising, to the fullest extent practicable, processing and information collection processes.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation 20: PICTs should take the opportunity to review and update their SOPs to reflect 2020 border management realities.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 21: PICTs should consider changes (where necessary) to the layout of new and existing border control facilities as part of their planning to reduce the risk of corruption.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation 22: PICTs should institute regular independent reviews of their anti-corruption processes and controls to ensure they remain current and are functioning effectively.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> </ul>
<p><b>Recommendation 23: Where a border management Code of Conduct does not exist, PICTs should consider using the PIDC Model Code of Conduct for Immigration as a guide.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Standard Operating Procedures</li> <li>• Training Curriculum</li> </ul>



<b>Recommendation 24: PICTs should ensure that the power to refuse departure permission is included in their Immigration legislation.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 25: An effective mechanism should be developed to provide PL officers with timely departure alert advice, preferably as a function of the BMS.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 26: PICTs should consider charging a fee for certain categories of travellers who require ‘bespoke’ special handling.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation 27: While needing to strike a balance between convenience and revenue, those PICTs that either partially or fully fund their operations from visa revenue should seek to streamline and simplify their revenue collection mechanisms to the fullest extent possible.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> </ul>



<p><b>Recommendation 28: PICTs should develop strategies to mitigate these risks and include procedures to address them in staff development programs.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Training Curriculum</li> </ul>
<p><b>Recommendation 29: Consistent with the principles of CBM, Border Management Systems should be:</b></p> <ul style="list-style-type: none"> <li>• Overseen by the agency responsible for administering immigration legislation,</li> <li>• Interoperable and/or integrated with other border-management systems, and</li> <li>• Accessible by authorised officers of other authorised agencies, with relevant access controls, subject to written governance arrangements between agencies.</li> </ul>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>



## Draft Immigration Policy Framework for Immigration Decision Makers in the Pacific

Recommendations	Next Steps for Members	Next steps for PIDC and Secretariat
<p><b>Recommendation 1:</b> PICTs review “ownership” of migration and border management functions, legislation, roles and delegations, governance arrangements, budgets and Government objectives against principles of Integrated Border Management. Identify efficiencies, negotiate IBM arrangements within Government, with carriers, and within the region.</p>	<p>Members to consider whether this is an appropriate piece of research for PIDC to undertake.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation:</b> PICTs should review national immigration policies and legislation with a view to future-proofing through legislative restructure, accommodating new technologies, reflecting national social, economic and security objectives.</p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<p><b>Recommendation: As part of legislative review, redesign visa framework with categories and classes to reflect current economic, social, and security objectives of Government, ensuring clarity and transparency of criteria and conditions, and containing modern intent management tools.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation: As part of legislative review, ensure relevant obligations arising from treaty or customary international law are properly enacted and clarified in domestic immigration portfolio legislation where required</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<p><b>Recommendation: As budgets permit, consider BMS system installation, upgrade, or replacement which integrates functions within Immigration as well as with key Government agency and international stakeholders (Customs, Law enforcement, INTERPOL, carriers), and which is API-capable. For smaller PICTS, consider collaborative systems arrangements with regional countries of origin.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul>



<p><b>Recommendation: PICT immigration agencies should establish a website containing up-to-date legislation and policy documents, forms, checklists and fees. With establishment of official domain, official email accounts should be created.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Legislation</li> <li>• ISWG</li> </ul>
<p><b>Recommendation: PICT's which have or plan to procure a BMS should acquire API capability in accordance with United Nations Security Council Resolutions (UNSCRs) 2178, 2309 and 2396, and the standards at Chapter 9, Annex 9 of the Chicago Convention. PICTs implementing API should also adopt, where possible, the further recommended practices around API at Chapter 9, Annex 9.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul>
<p><b>Recommendation: Given the risks inherent in VOA arrangements, and consistent with the recommendations at Chapter 9, Annex 9 of the Chicago Convention, consider phasing out VOA and replacing with pre-clearance, ETA and/or E-visa capability to aid in pre-clearance of travellers, augmenting API capability, and to also expand the reach of Immigration visa services to a global market.</b></p>	<p>Each Member to consider nationally to determine whether appropriate according to national priorities.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul>



<b>Recommendation: Consistent with IBM principles, implement measures to streamline employment permission for foreign nationals, and evidence of such permission</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation: Ensure the transition from visitor to temporary resident, to permanent resident and ultimately citizenship is articulated in policy and catered for in legislation. Ensure issues around land ownership, voting, employment, business ownership, national ID, and dual nationality are clarified across Government in respect of permanent residents and naturalised citizens.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation: Dual citizenship, its effect, and requirements around evidence of citizenship at the border clarified for naturalised citizens</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Legislation</li> <li>• Standard Operating Procedures</li> </ul>



<b>Recommendation: Consider measures to increase revenue generation without diminishing key markets such as tourism, streamline processes including moving to electronic and online payments, cost recovery for online services, and agency burden-sharing consistent with IBM.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation: As such agreements may have implications for entry, stay, employment, fee and visa arrangements, and regional labour mobility, Immigration should ensure its involvement in whole-of-government deliberations and negotiating position</b>	Members to consider whether this is an appropriate piece of research for PIDC to undertake.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> </ul>
<b>Recommendation: Immigration to ensure continuing involvement in National Development planning, and also ensure attention of Minister, Cabinet and donors are drawn to the linkages in submissions seeking policy and legislative change, donor support.</b>	Members to consider whether this is an appropriate piece of research for PIDC to undertake.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Leadership</li> <li>• USP</li> </ul>
<b>Recommendation: Immigration to draw upon IOM's Thematic Papers to ensure awareness in National Development planning, and also ensure attention of Minister, Cabinet and donors are drawn to the linkages in submissions seeking policy and legislative change, donor support.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Leadership</li> </ul>



<b>Recommendation: Develop and regularly review agency SOPs and deliver training around them regularly. Seek external expert training in specialist skills where required.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Standard Operating Procedures</li> </ul>
<b>Recommendation: PICTs should institute regular independent reviews of their anti-corruption processes and controls to ensure they remain current and are functioning effectively. PICTs should also ensure they have a Code of Conduct applicable to immigration staff.</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Training Curriculum</li> <li>• Code of Conduct</li> </ul>
<b>Recommendation: Phase out usage of personal email accounts for work purposes, implement official email accounts for all staff</b>	Each Member to consider nationally to determine whether appropriate according to national priorities.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• Strategic Framework</li> <li>• Research Technology</li> <li>• Communication Package Support</li> </ul>
<b>Recommendation: PICTs consider the central negotiation and procurement by an organisation, such as PIDC, of the capability outlined in Annex 7 on behalf of and for the benefit of all interested members.</b>	Members to consider whether this is an appropriate piece of research for PIDC to undertake.	To be advanced by PIDC as a best practice in following PIDC technical assistance programmes: <ul style="list-style-type: none"> <li>• ISWG</li> </ul>



<p><b>Recommendation: In order to facilitate continuing engagement between diaspora and home communities, PICTs should ensure travel into the country is permitted on third country travel documents, whilst recognising PICT citizenship</b></p>	<p>Members to consider whether this is an appropriate piece of research for PIDC to undertake.</p>	<p>To be advanced by PIDC as a best practice in following PIDC technical assistance programmes:</p> <ul style="list-style-type: none"> <li>• Strategic Framework</li> </ul>
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