**Pacific Immigration Development Community**

**Strategy 2022-2024**

# Introduction

This is the second strategic plan since PIDC became a legal entity. At the plan's adoption, the future already seemed uncertain with changes in international crime, technology, and the threat of climate change. The global COVID-19 pandemic showed us all how quickly worldwide change can happen. Pacific Islands have long memories of the Spanish Flu epidemic and understand how devastating a new virus can be on island communities. Pacific islands were amongst the first to respond with border changes and closures in response to the emerging pandemic. This action saved many lives; it also came at a high cost to our economies, our stranded overseas nationals and to our regional immigration workforce, who were at the front line of managing entries from overseas. With such disruption, it is even more pleasing to report that during the term of the previous strategic plan, the PIDC:

1. Strengthened the PIDC Information and Intelligence Network by:
2. supporting all but one Member to sign and implement the **regional PIDC Memorandum of Arrangement on Information Sharing** to legally share immigration-related information; and
3. operationalising the **Accredited Contact Points Network** and establishing the **PIDC Regional Profiling and Intelligence Support Group** to enhance Members’ capacity to combat border threats.
4. Strengthened national training capabilities within the Membership by:
5. establishing an accredited academic immigration training program with USP (USP Online Postgraduate Diploma on Border Security);
6. supporting regional training activities provided by the Secretariat, Members, and partner organisations; and
7. developing basic training modules for introductory immigration training currently being adapted for national use by several Members.
8. Supported immigration modernisation by providing in-country technical assistance to strengthen Members’ capability in areas such as data collection, passenger profiling, and executive leadership and strategic planning.
9. Continued support to strengthen and moderniseimmigration policy and **legislative frameworks** as well as **Standard Operating Procedures**.
10. Endorsed a regional PIDC Immigration Framework to Combat Human Trafficking and People Smuggling.
11. Established a PIDC Regional COVID-19 Support Programme to assist Members response to the global pandemic.

As we look forward to a world reopening its borders, we know our Members’ Immigration Agencies will play a leading role in enabling economic activity. Recovery through tourism, remittances and incoming support services will be crucial to our Island economies in the short term. Enabling labour mobility is key to securing long term economic prosperity.

Integrating COVID-19 legislation, policies, procedures, and vaccine protocols are a significant task. We do this against a backdrop of continued transnational crime, human trafficking that impacts the Pacific Islands. Climate Change will impact Immigration's role in supporting emergency aid workers, evacuations, and permanently displaced people. There are also practical consequences resulting from damage to immigration infrastructure and the impacts on our workforce. These are just a few examples of a long list of future challenges we face.

While we integrate COVID-19 responses into everything we do, we cannot ignore the other imperatives for our Member Agencies. These challenges require us to increase collaboration between Members and coordinate activities between Members and our stakeholders to maximise the value created from scarce resources. This strategy sets out our goals and approaches to respond to all these challenges.

Contents

[Introduction 2](#_Toc89347682)

[Executive Summary 5](#_Toc89347683)

[Our Mission Objectives 7](file:///C:\Users\garet\Dropbox\PIDC\Strategy%20Draft\Pacific%20Immigration%20Development%20Community%20v19.docx#_Toc89347684)

[Our Vision 7](file:///C:\Users\garet\Dropbox\PIDC\Strategy%20Draft\Pacific%20Immigration%20Development%20Community%20v19.docx#_Toc89347685)

[PIDC Achievement Summary 8](#_Toc89347686)

[Strategic Context 11](#_Toc89347687)

[COVID-19 / Pandemics 11](#_Toc89347688)

[Limited Public Sector Resources 11](#_Toc89347689)

[Labour Mobility 11](#_Toc89347690)

[Climate Change and Disaster Management 11](#_Toc89347691)

[Technology 12](#_Toc89347692)

[Criminal Activity 12](#_Toc89347693)

[Range of Stakeholders 12](#_Toc89347694)

[Need to Improve Services 12](#_Toc89347695)

[Geopolitics 12](#_Toc89347696)

[Strategy Overview 13](#_Toc89347697)

[PIDC Members and PIDC Secretariat 13](#_Toc89347698)

[PIDC Secretariat Operating Environments 14](#_Toc89347699)

[International Stakeholders 14](#_Toc89347700)

[Members 15](#_Toc89347701)

[Strategy Summary 16](#_Toc89347702)

[Theory of change summary 17](#_Toc89347703)

[Partnerships and Coordination 18](#_Toc89347704)

[Program Summary 18](#_Toc89347705)

[National Immigration Strengthening 20](#_Toc89347706)

[Program Summary 21](#_Toc89347707)

[Enforcement and Traveller Facilitation 22](#_Toc89347708)

[Program Summary 22](#_Toc89347709)

[Capacity Building 24](#_Toc89347710)

[Program Summary 24](#_Toc89347711)

[Governance 25](#_Toc89347712)

[Values 26](#_Toc89347713)

# Executive Summary

As this strategy is launched travel restrictions are again being implemented in many countries owning to the Omicron variant of COVID-19, while we do not know how serious this variant may become it is a reminder that the global pandemic is far from over. Immigration officials are one of the frontline groups impacted by the pandemic. As Member countries, we are proud of how our Agencies have adapted to this challenge and have embraced the innovations that have arisen from these constrained circumstances. This strategy does not have a COVID-19 specific component as we acknowledge this is a cross cutting issue and that all our activities must include COVID-19 readiness. This is the new normal.

This strategy is an evolution of the previous strategy and builds on what worked and seeks to address some emerging issues. It is designed to deliver to our core mission objectives of:

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

The strategy is intended to provide guidance over the next 3 years. Workplans will be developed each year to respond to changing needs and opportunities. The strategy is based on five pillars:

1. Partnerships and coordination,
2. National Immigration Strengthening,
3. Enforcement and Traveller Facilitation,
4. Capacity Building, and
5. Governance.

**Partnerships and coordination** will entrench PIDC’s role as the voice of PIDC Members in international and regional settings. This gives Members a vital say in that would otherwise be absent and the specific needs and contexts of Members would not be represented. PIDC will seek to further its coordination capability through the Secretariat and with Members and other Agencies. This will ensure efficient and effective use of resources and seek collaborations with Partner agencies to further areas of mutual interest, particularly with other enforcement agencies.

**National Immigration Strengthening** building on the existing work on developing and supporting members to implement best practice standards, policies and legislation that provide the conditions for enhanced national borders and the ability for agencies to strengthen enforcement. We expand this by proposing to develop a region evaluation process that can support evidence-based decision making, furthering our ability to understand the effectiveness of Agencies and our collective activities.

**Enforcement and Traveller Facilitation** are two sides of the same coin. The need to have the operational intelligence and other mechanisms to enforce the borders is matched by the urgency to open borders to facilitate economic growth, particularly related to labour mobility, specialist staff and tourism. These clearly align to objectives of supporting social and economic development. This pillar includes furthering Member’s ability to share and use intelligence and risk analysis in operations, developing mechanisms to ease travel during the COVID-19 reopening, and developing integrated immigration processes at the national level to strengthen and streamline the issuing of visas to support domestic policies.

**Capacity Building** cuts across and supports the other domains through training, building communities of practice and other mechanisms that enable Agencies uplift and cooperation. This is most strongly aligned to objective of creating effective national immigration agencies.

**Governance** acknowledges the importance of a continued strong Governance process that gives our Members and other Agencies confidence in our organisation. It also identifies the need for strong governance processes amongst our membership that can be enhanced through regional support where possible.

Combined, these form a set of strategies that reinforce each other and provide a collective path towards our mission objectives. They also provide the flexibility to change how we might achieve outcomes in response to changing conditions.

# Our Mission Objectives

Enhance National immigration borders to contribute to international security

Facilitate cross border travel to support social and economic development

Collaborate to create effective national immigration agencies

# Our Vision

Secure international movement of people for safe and prosperous Pacific Communities

# PIDC Achievement Summary

In 2016 the PIDC Secretariat relocated from Fiji to Samoa and formally established its legal entity status through a regional MoU and a Headquarters Agreement with the Government of Samoa.

In 2019 PIDC launched its new three-year Strategic Plan scheduled to conclude at the end of 2021. Key achievements during that Strategic Plan period included:

1. The exponential growth of the PIDC Information and Intelligence Networks through the establishment of the NCP and Profiling Group Networks prior to border closures caused by COVID-19;
2. The increase of Membership of the Organisation with American Samoa and Tokelau joining PIDC in 2019;
3. Significant growth of the universalization of the PIDC regional MoA on Information Sharing with only one Member left to join the arrangement endorsed by Members in 2018;
4. The launch of the accredited academic online Post Graduate Diploma in Border Security programme in partnership with the University of the South Pacific;
5. The continuation of institutional strengthening programmes that had commenced in areas such as:

- Legislation - Seven Members supported to modernise immigration or passport legislation

- Standard Operating Procedures – Six Members supported to develop new modern SOPs

- Data Collection – Two Members supported to introduce new border electronic information collection systems

- Strategic Planning – One Member supported to develop Strategic Plan; Seven Members supported to develop Strategic Plan Frameworks;

1. The significant raising of the PIDC profile through Pacific Islands Forum Frameworks and inaugural representation at the IOM GRCP Conference;
2. The continued development of additional updated regional resources as part of a PIDC Modernisation Toolbox to support Members[[1]](#footnote-1);
3. Completion of several regional training courses on leadership, information and intelligence sharing, strategic planning, immigration profiling;
4. Completion of an intensive Human Resources Review of the Secretariat as required by its Employee Regulations in 2020; and
5. The launch of the PIDC Regional Immigration Framework to Combat Human Trafficking and People Smuggling in 2019.

**Impacts of COVID-19 on PIDC**

The most significant achievement of PIDC over the past three years has been its ability to respond to the impacts of the COVID-19 pandemic that affected the delivery of 2 out of the 3 years of the Strategic Plan period.

Since February 2020, all the PIDC Members introduced international travel restrictions in line with global practices to combat the spread of COVID-19. Due to this, PIDC Members as border enforcement agencies responsible for managing international travellers have been required to enforce travel restrictions in most cases restricting all incoming flights except for repatriation flights of nationals. This has required a new approach to border management with new health and safety protocols for border staff and international travellers alike as well as the introduction of quarantine isolation for incoming passengers.

As a result of COVID-19:

1. Immigration departments as one of the key border agencies required to protect the local communities from the pandemic came under significant pressure to provide policy advice to central governments on processes required to maintain health and safety border integrity for arriving international travellers.
2. For substantial periods there was very limited capacity and appetite from the Members to engage in non-COVID-19 related discussions. In 2021, discussions turned from border protection to border reopening and again there was a reduced interest to engage with the Secretariat in any significant issues not related to the development of border re-opening plans.
3. PIDC has had to modify its activities due to border closures especially: (a) the delivery of its technical assistance programmes due to the inability of consultants or immigration officers to travel to deliver in-country technical support or receive training; and (b) its meeting and the delivery of training methods with the organisation transitioning to the use of online platforms.
4. PIDC Secretariat and Members have had to adjust to the use of online technology especially online communication platforms such as ZOOM or Teams to ensure effective communication; and
5. A number of new activities were undertaken by PIDC as a priority in relation to supporting its Members response to COVID-19.

**COVID-19 Response**

To respond to COVID-19, PIDC since early 2020 has been active in supporting its Members to respond to the challenges of the global pandemic. Key support activities include:

1. Development of regional immigration protocols for disaster relief personnel in the region as a Member of the regional task force of the PHP-C established under the Biketawa Declaration;
2. Provision of services as an information hub for travel advice for immigration agencies until these efforts were centralized under the PHP-C; and
3. Delivery of the PIDC COVID-19 Support Programme established with the support of Australia which provided AUD500,000 additional funding for the membership.

**PIDC REGIONAL SUPPORT PROGRAMME**

To support Members responses to COVID-19, PIDC established a Programme to provide a one-off injection of resources to support immigration agencies overcome national policy, technical and operational challenges brought about by COVID-19. Since June of 2020, PIDC has supported 15 PICTs in 4 main areas.

a) Provision of communication support during the transition to the use of online communication platforms. This was to support communication regarding pandemic responses but also to allow PIDC Members to continue to be able to receive and engage in national technical support projects being delivered by PIDC.

b) Provision of PPE support as standby supplies to be used should their national stocks provided by their Health Agencies run out.

c) Provision of support for minor national projects identified by Members primarily in upgrades to Port of Entry areas and equipment ranging from signage and equipment at the Primary Line to promoting safety through the purchase of operational uniforms at the airport.

d) Provision of policy support through the development of model SOPs for Ports of Entry as well as promoting COVID-19 operational guides such as the ABF Aviation COVID-19 SAFE Guide.

# Strategic Context

This section provides a summary of some of the drivers that influence the context and response of PIDC Members. There have been significant successes over the last three years, many contextual issues remain the same; the most apparent new issue is the COVID-19 pandemic.

## COVID-19 / Pandemics

The COVID-19 global pandemic is the most important new item on the strategic list. There is already substantial work underway[[2]](#footnote-2). There will be high levels of ongoing work to integrate COVID-19 into standard operating procedures, legislation, work practices, vaccine passports and similar. It is reasonably likely that there may be future lockdown and restrictions based if new vaccine-resistant variants of the COVID-19 emerge. There had been warnings about the potential for a pandemic, and future pandemics should not be ruled out.

## Limited Public Sector Resources

Limited resources remain an issue exacerbated by the COVID-19 pandemic with limited remittances, tourism, and other forms of economic activity. With the significant negative socio-economic impacts across the region brought about by the collapse of the tourism sector due to travel restrictions, resources available for PIDC public sector expenditure will continue to remain a challenge for at least the next 24 months further straining the capacity of PIDC Members to engage in modernisation and reform programmes.

## Labour Mobility

Labour mobility will have an even higher priority given the economic downturn from the COVID-19 pandemic. Already we have seen a significant increase in the need for seasonal workers from the PICTs to support the agricultural sectors in Australia and New Zealand over the past 12 months. This need will most likely remain consistent although with a possible slight decrease over the next 24 months as international travel begins to normalise and access to other labour markets becomes available for Australia, New Zealand and for other PIDC Members (especially in the hospitality, education and health sectors).

## Climate Change and Disaster Management

The best-case scenario based on COP26 promises is to reduce warming to around 1.8C. A 1.8C world would still see some PICs inundated. All Members will be subject to the increasing likelihood of severe weather events and disasters. Immigration's role in supporting emergency aid workers, evacuations and permanently displaced people will remain a priority. Practical consequences result from damage to ports, airports and immigration infrastructure. There is also the prospect of staff injury or absence post these events.

## Technology

Increasing access to internet connectivity remains one of the most significant social impacts for the PICTs over the past decade. The capacity for Members to access, adapt and utilise this technology will impact their rate of social and economic development. While more islands are connected to cable, many continue to have poor levels of satellite-based internet connection. Mobile technology penetration is greater than laptops, with some members having more staff than computers to support them. Many Members lack fit for purpose IT and BMS systems to support border management and many of the current options are too expensive or lack the minimum functionality needed. Newer technologies are available that could aid border security. Still, at present, it is more likely that organised crime will be better able and have the resources to use online connectivity and other such technologies to its advantage than some Member states.

## Criminal Activity

Pacific island countries continue to be used for transnational crime, including human trafficking, drug and gun smuggling as highlighted by the recent large illicit drug seizures in several PICTs in 2020 and 2021. Immigration agencies as the primary manager of border data for international travellers will play a pivotal enforcement and intelligence role at the border by working closely with Members and other law enforcement agencies such as the Pacific Transnational Crime Coordination Centre and local Transnational Crime Units.

## Range of Stakeholders

The PIDC Secretariat has the expertise and knowledge of Immigration issues for Members and the trust of Member Agencies. There are a significant number of stakeholders in the region with adjacent and possibly overlapping remits. PIDC is the voice of Immigration Departments in the Pacific; this clarity could come under threat over time. Keeping the clarity relies on the backing of Member agencies.

## Need to Improve Services

PIDC Members as public sector organisations need to seek to continuously improve services to its clients while reducing costs and increasing effectiveness and efficiencies. As part of the public sector, PIDC Members need to contribute to the development of immigration, border enforcement and labour mobility policy development and also support the implementation of national development strategies. To this end Members need to strengthen data collection to support statistical analysis and also risk management regarding international travellers.

## International Obligations

PIDC Member states have a number of regional and international obligations that they must fulfil related to immigration. These include obligations related to transnational organised crime, security, migration governance, anti-corruption, sustainable development and migrant rights as contained in the relevant regional and international instruments[[3]](#footnote-3).

## Geopolitics

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

# Strategy Overview

## PIDC Members and PIDC Secretariat

This strategy is for PIDC as a community. Delivering the Vision objectives of the PIDC is the responsibility of both Member nations and the PIDC Secretariat. For example, the PIDC Secretariat might provide members with standard operating procedures and support; it is up to the Member nations to implement in whole or part and maintain them. In thinking about this strategy, we make a distinction between the roles and responsibilities of Member Agencies and the PIDC Secretariat. There are four core approaches to supporting the mission objectives:

1. PIDC Secretariat supporting individual Member Agencies. This could be through training or standards procedures for example, however, it is the Member Agencies responsibility to implement those changes.
2. PIDC Secretariat supporting collaboration between Members. This can be through enabling technology that supports intelligence sharing or other modes of collaboration. The PIDC Secretariat has no enforcement capability, it is up to Member Agencies to work with each other and the PIDC Secretariat to implement these opportunities.
3. PIDC Secretariat is the representative voice and agent of PIDC in regional and international fora to advance PIDC objectives and interests. This requires information flows between Member Agencies and the PIDC Secretariat to ensure that Members are being represented and understand the outcomes of these engagements. These might occur at policy level or be oriented towards donors and education opportunities.
4. PIDC Members can both implement and enable operational collaboration between different Member Agencies without PIDC Secretariat involvement.

Diagram

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It is important to note that the PIDC Secretariat does not have any day-to-day operational involvement with immigration.

## PIDC Secretariat Operating Environments

Operating environments are the different places and mechanisms where an organisation cocreates value with other stakeholders. As we can determine from the diagram above, the international and regional operating environments are different to those where there is a direct interaction with Members. Operating environments represent systemic relationships between the organisation and its outside environment. The organisation is trying to change the environment to meet its objectives while the environment and the actors in it are shaping the organisation. These interactions determine how value is cocreated.

At a broad level, there are two operating environments in which the PIDC Secretariat is active, directly with Member Agencies and as the voice of PIDC Members with International and Regional Agencies.

### International Stakeholders

PIDC is recognised as the representative of Pacific Immigration Agencies in the international community base on the collect agreements and mandates. There are many international stakeholders, from regional law enforcement agencies, international agencies on Immigration and human trafficking, and the University of the South Pacific. These could be further broken down into two main subcategories:

* International and Regional policy forums; and
* Regional enforcement agencies.

PIDC continues to play a significant role in representing its membership at the international level in advancing the immigration-related aspects of the Sustainable Development Goals, the Global Compact on Migration, and various international conventions related to transnational crime, refugees, and corruption. At the regional level, PIDC remains: (a) a leading regional adviser to Pacific Leaders as evidenced by its membership in several regional fora including as Chair of the TWG to establish a regional TNOC Disruption Strategy; and (b) committed to engaging with like-minded organisations primarily through the Declaration of Partnership with OCO and the PICP.

Value is cocreated by:

* Elevating and advancing Members interests and the status of Immigration Agencies in international, regional forums and advising regional leaders,
* Standardizing changes in legislation, policy, etc. for Members to implement more easily without having to engage directly in each forum,
* Early warning to Members of changes, allowing great time to respond
* Collaborating with related organisations to find mechanism to transcend competition for responses and advance areas of mutual concern,
* Advancing the status and career pathways option for Members’ workforce through university level education.

This value creation is dependent on Member support for the PIDC Secretariat and the Secretariat’s ability to promote Members interests.

### Members

The Member operating environment breaks into two subcategories, those with support outside of PIDC Secretariat and those without support. Many Member states have agreements directly with donor nations. Other Members, such as French Polynesia, have support directly from mainland France. These Member Agencies broadly have better access to training, technical support, and IT systems from their other relationships. In contrast, Members without such arrangements generally need more support in sourcing donor funding, training, IT systems, and other support activities supporting the strengthening of their Agencies. There is a clear need for PIDC support, and as evidenced from recent survey results, however, some Members may need additional services that others don't.

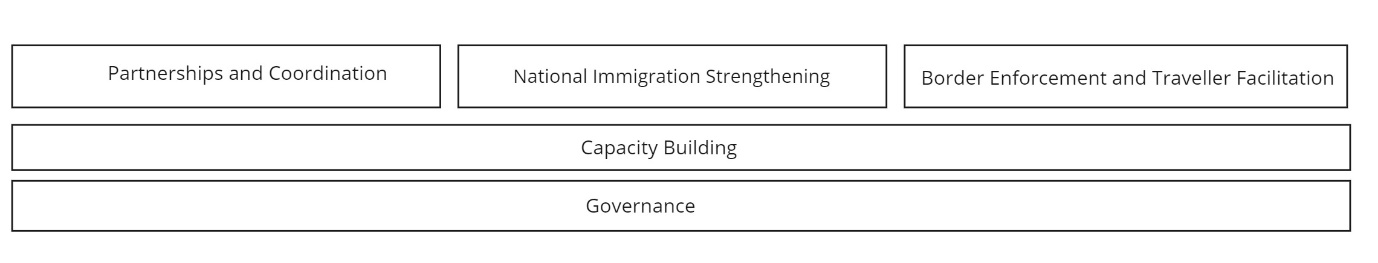
Value is cocreated by:

* coordinating activities to maximize suitable options for Members while reducing duplication or wasted resources,
* sourcing additional funds and resources for Members, mutualising these where possible,
* creating standards for external agencies to ensure Members receive appropriate services,
* creating standards for Members to implement, improving Member capability, and setting the conditions for great cooperation,
* providing supporting mechanism to facilitate member cooperation between Members and other stakeholders.

This value creation is dependent on Member support for the PIDC Secretariat to harmonise activities and flexibly respond to differing Member contexts and service needs.

# Strategy Summary

This strategy is an evolution of the previous strategy. The strategy is based on the same vision and the mission objectives set by the organisation mandate. This strategy is based on interviews with Members and a survey of members. It builds on some of the approaches that have proved successful in the past and tries to address some of the issues. There are three core delivery pillars, Partnership and Coordination, National Immigration Strengthening, and Border Enforcement and Traveller Facilitation. These represent the core activities of Members and their regional and international interests. They also represent the areas where Members can collaborate, and the PIDC Secretariat can provide direct support. COVID-19 is a cross-cutting theme embedded in these three delivery pillars. These are supported by two pillars, Capacity Building and Governance for Members. These enable and further the ability of the three delivery pillars.



In each section, we provide an overview of the strategic pillar. As the summary table shows, that links context, assumptions, stakeholders, and approaches to short- and long-term outcomes. These are not detailed work plans but illustrate how the proposed activities connect to the desired outcomes.

## Theory of change summary

Below is a Theory of Change diagram that summarises the interconnectedness of the core three core delivery themes and the capability enabling theme. This theory of change diagram and the tables in the subsequent sections have been developed based on the survey and Member interviews. The survey highlighted the systemic relationships between the different activities, only a summary is shown here.

This Theory of Change is a snapshot in time, based on current assumptions and does not include how changes in stakeholders or emerging future issues might change assumptions as connections. Any theory of change should be reviewed annually or more often in rapidly changing environments.

The tables in the following sections include elements of the theory of change model and some elaborations requested by Members.

Diagram

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## Partnerships and Coordination

The context of many of our members is unique, and PIDC is uniquely placed to represent the view of Members’ interests in regional and international fora.

PIDC will provide a strong and expert voice for Members in regional and international policy fora. PIDC Secretariat will continue activity engage in regional and international fora where Members are not otherwise represented. It will bring its expert knowledge of the context and needs of Pacific Islands Agencies to these settings, influence policy, agreements, and activities toward Member interests.

Regional collaboration with other stakeholders in adjacent endeavours is necessary; while we have our expertise, only together can we deliver a secure border. Enforcement agencies play a crucial role in securing borders and keeping up to date with changing threats. PIDC will cultivate opportunities for cooperation and mutual education related to regional agencies. PIDC will seek to enhance manager and officer-level understanding of various agencies' different but connected roles in securing our borders.

PIDC will collaborate with the leads of related regional peak bodies to deepen and seek new collaboration opportunities. This collaboration will extend to international and regional agencies to ensure that Members have access to appropriate intelligence services. PIDC Secretariat liaises with Members to ensure they may give ongoing feedback and update positions in any process. PIDC Secretariat will advocate for resourcing from international donors that meet the needs of all Members. PIDC will continue to engage other regional agencies to increase membership within the Pacific region.

### Program Summary

This program cuts across all three mission objectives. Working with partners is an essential element of value creation for Members and its regional coordination as a component of this. PIDC’s role supports Members to contribute significantly more to national and regional priorities than they would have been able to do so in isolation. Coordination was a key element in our regional survey with Members valuing the PIDC Secretariat’s ability to act as a voice for Members.

| **Themes** |  | **Partnerships and Coordination** |
| --- | --- | --- |
| Long Term  Outcomes |  | * PIDC able to influence international and regional policy and decision making * Members supported to meet international immigration obligations * Effective regional immigration collaboration with regional and international stakeholders * Strengthened border enforcement * PIDC Members have early warning of international changes to immigration operational environment |
| Short / Medium Term Outcomes |  | * PIDC remains the primary focal point for Pacific Immigration Agencies * PIDC able to influence regional and international policy-making bodies * Better collaboration between related bodies regional bodies (e.g., Customs and Police) * Enhanced Interagency cooperation * Organised and efficient immigration operations |
| Indicators |  | * PIDC representation is requested and valued by regional and international agencies * Collaboration opportunities implemented (cross-training) * USP program expands * PIDC Members continue to have the confidence for their interests to be represented by the PIDC Secretariat at regional fora |
| Approaches |  | * Increase effective Stakeholder engagement with Members, development partners, clients and partner organisations * Support Declaration of Partnership activities with OCO, PICP and PTCCC * Maintain PIDC leadership role to strengthen coordination activities * Cultivate role as primary regional immigration body to ensure PIDC is first point of contact for international bodies * Maintain regional best practices, manuals and guides as part of a modernisation toolbox to support Members |
| Stakeholders / Partners |  | Regional Bodies OCO, PICP, FFA, PILON PIFS, PTCCC, SPC, USP, Pac Fusion Centre, Aus Pacific Security Centre  International: IOM, UN, UNCTAD, UNHCR, UNODC, UNDP, Bali Process. |
| Assumptions |  | * Increasing and ongoing need for PIDC to represent the interests of Members and the region * Changes in immigration policy from COVID, Climate Change and the reopening of borders * Smaller nations are not able to engage effectively independently * Migration and labour mobility will remain key drivers for policy change |
| Context |  | * PIDC recognised as primary regional immigration focal organisation * Boe Declaration, GCM, significant drivers * An increasing number of regional and global players * More complexity in the immigration system * Faster changes driven by COVID-19 |

## National Immigration Strengthening

Social and economic recovery is a crucial aim of Members states as a result of the COVID-19 pandemic. Immigration policies that enable labour mobility are vital to aid this recovery. Border integrity is also essential to maintain national security and combat TNOC. To drive all these activities, PICTs require strong immigration agencies that can deliver these public services.

On this basis, PIDC needs to continue to support activities that strengthen PIDC Member operations at the national level. An important part of this work is the establishment of regional standards and best practices for operations, policies, and procedures that are best suited for the PICT environment. Enabling regional standards is also a pathway to increasing our capacity to work together collectively especially in areas such as:

* Operating procedures;
* Interdepartmental cooperation, e.g. with Health and Quarantine management;
* Lockdown and travel restriction preparedness; and
* COVID-19 preparedness and normalisation.

This will also ensure that Members are ready for COVID-19 variants that may be vaccine-resistant and future pandemics.

Regional standards-setting will continue to be important across operations, policies, and procedures that enable Members. Enabling regional standards is also a pathway to increasing our capacity to work together collectively.

Smaller PICTs without other supporting donor arrangements may need extra support to elevate their Immigration systems. PIDC will support activities that enable these Members to border management systems selection, improve agency planning, and other activities as required to meet international agreement obligations and best practice standards. The PIDC Secretariat may provide some additional services to collectivise activities for smaller agencies so that they may gain access to technology and other services as opportunities present themselves.

PIDC will develop a self-evaluation capability to support data-driven strategic decisions to be shared between Members annually. This will also demonstrate the efficacy of national and PIDC supported initiatives.

### Program Summary

Enhancing national immigration borders is a core mission objective; this program delivers the structural components such as legislation, operating procedures and other strengthening measures that can contribute to international security.

| **Themes** |  | **National Immigration Strengthening** |
| --- | --- | --- |
| Long Term  Outcomes |  | * Members meet international standards * Technology integrated to support regional and national operations * Mutual accountability and measured progress measures developed * Strengthened data-informed decision making * Strengthened border enforcement * Coherent national immigration policies developed |
| Short / Medium Term Outcomes |  | * COVID-19 measures implemented including staff safetyMembers aligned with international standards and agreements for legislation and operating procedures * Increased use of technology and innovation to support operations * Increased use of data-driven decision making and outcomes evaluation approach * Increased efficiency of operations * Improved information sharing * Better agency management of resources * Improved customer service |
| Indicators |  | * Immigration able to manage border opening and closure effectively in response to COVID-19 developments * Members can present progress against the monitoring and evaluation framework at RAM. * Members adopt legislation reforms and SOPs and can report on changes at RAM |
| Approaches |  | * Support COVID-19/ pandemic response based on best practices * Continue national technical assistance programs on   + Policy and Legislation Modernisation   + SOPs   + Data collection   + Strategic plan support * Expand to other areas such as technology needs * Build evaluation and monitoring framework |
| Stakeholders /  Partners |  | Member Agencies, Member Governments,  International Agencies, Technology providers  Member nations |
| Assumptions |  | Changes in immigration policy from COVID-19 will become the new normal, Climate Change will drive legislation and standard change. Smaller nations need more support with technology. Movement to an outcome and evaluation approach will be required. |
| Context |  | * More complexity in the immigration system due to COVID-19 and potential for new variants * Reopening of borders and being able to respond to future pandemics a significant concern for Members * Increased recognition of the importance of immigration policy development * More emphasis on inter-agency collaboration |

## Enforcement and Traveller Facilitation

Immigration agencies play a central role in the management of international travellers. This translates into streamlining travel processing for legitimate travellers while strengthening the capacity to detect potential risks to national interests and security.

To this end, PIDC Members will continue to work together to share information and intelligence to provide mutual support as appropriate to the enforcement of border laws. This will require strengthening national processes and infrastructure for the collection and analysis of data and the development of law enforcement intelligence. PIDC will continue to support secure directformal intelligence sharing through established protocols and rapid information sharing through emerging and appropriate technology.

PIDC Secretariat will continue to collaborate with the leads of related regional peak bodies such as OCO, PICP, FFA, PILON and PIF to deepen and seek new collaboration opportunities. PIDC Secretariat will work with international and regional agencies such as PTCCC and UNODC to ensure Members are receiving appropriate services for intelligence and threat updates. Supported by PIDC Secretariat, Members will embed regional goals into their national plans.

The successful use of technology has shown that virtual meetings can produce greater interagency cooperation with PIDC Secretariat support and with the backing of the PIDC Executive Membership. This includes a mutual understanding of SOPs, learning and updating based on emerging and best practices. PIDC will promote the use of innovation and technology to support immigration processes and collaboration between Members.

### Program Summary

This program supports all three objectives. Immigration agencies play a central role in the management of international travellers seeking to streamline travel processing effectively and efficiently for legitimate travellers while strengthening the capacity to detect and stop the entry of potential risks to national interests and security. Essential to this activity is ensuring Members collaborate to increase their access to and capacity to use law enforcement information and intelligence according to the Rule of Law and in a manner that respects the rights of travellers.

| **Themes** |  | **Border Enforcement and Traveller Facilitation** |
| --- | --- | --- |
| Long Term  Outcomes |  | * Strengthened border enforcement * Reduced POI/trafficking and increase effective border interventions * Increased irregular migration detection rates * Intra-regional travel including labour workforce processing streamlined * Increased economic activity through traveller and labour mobility |
| Short / Medium Term Outcomes |  | * Improved accuracy and timeliness of intelligence information * Improved regional collaboration * Improved border enforcement * Increase in regional travellers and labour movement * Consistent and reliable immigration data * More streamlined and efficient visa processing |
| Indicators |  | * PIDC goals embedded in national and regional strategies * Improved intelligence sharing |
| Approaches |  | * One-stop-shop for intelligence and information sharing * Strengthening MOU's between Members to facilitate information sharing * Support use of formal and informal intelligence networks * Strengthen regional risk / trend forecasting * Support for regional traveller mobility |
| Stakeholders / Partners |  | * Member Agencies, related regional Agencies OCO, PICP, PTCCC, FFA * Technology providers, JIATF-West, APAN |
| Assumptions |  | * Information sharing is a key driver to reduce human trafficking and managing person of interest * APAN use for intelligence reports to be revisited |
| Context |  | * High level of public communication through social media * High level of communication among PIDC information and intelligence networks pre-COVID-19 * Several regional TNOC networks cooperating on an unstructured basis * Increased push for integrated border management and one stop shop visa processing * Low uptake of the APAN for day-to-day intelligence sharing |

## Capacity Building

Training and capability building measures are key needs of Pacific Island Member states. The PIDC Secretariat has an essential role to play to ensure Members’ needs are met with context-relevant and timely training. Essential to this is ensuring that Members can seek PIDC support and engage in RAM discussions to ensure that work plan activities match their needs. PIDC Secretariat will coordinate training and seek to consolidate training services to Members to minimise duplication, or training that is inconsistent with regional standards or best practices, or the provision of training that is not a Member priority.

Proposed training activities will look to leverage where possible online communication technology although face to face engagement will still be sought for the most important PIDC training activities given its effectiveness in practical learning.

Partnerships will continue to be important in securing priority thematic training for Members especially in coordinating with PIDC Member programmes such as the Hakili Matagi and International Border Cooperation Programme as well as organisations such as OCO, PICP, PTCCC, UNODC and UNHCR. These training activities will continue to be coordinated through the PIDC Secretariat.

### Program Summary

Capacity Building is one of the main activities that PIDC Members value from the organisation. This program, therefore, focuses on coordinating the provision of training, developing training at various levels tailored for PICTs, and building the capacity of Members to deliver training for its staff at the national level.

| **Themes** |  | **Capacity Building** |
| --- | --- | --- |
| Long Term  Outcomes |  | * Best and emerging regional and international practices adopted * Increased professional and technical capacity for Immigration workforce and greater retention * Increased security and mobility through capacity building |
| Short / Medium Term Outcomes |  | * Increased regional capacity and coordination * Increased efficiency of operations * Increased officer initiative and capacity for independent work * Increased officer morale * Ongoing education and capacity increased for Agencies staff * Improved border enforcement and intelligence capabilities |
| Indicators |  | * PIDC able to show training undertaken by PIDC Members * Communities of practice self-sufficient and self-organising by 2022 * PIDC Members establish/ strengthen national training programs |
| Approaches |  | * Training and curriculum establishment, for context appropriate training * Training coordination to avoid duplication * Members to refer to PIDC support to ensure activities (e.g., training) matches standards * Support forum, interest groups and other connections to Agency workforce * Work with donors to support training activities * Develop cooperation and mutual education/ training opportunities with related agencies |
| Stakeholders / Partners |  | * Donors, Regional Training Providers, USP * Technology providers * OCO, PICP, PTCCC, UNODC and UNHCR |
| Assumptions |  | * Desire for sovereign nations to make decisions about purchasing * Standards around curricula can be enforced * Needs can be tailored to meet specific national contexts, especially for training |
| Context |  | * Training availability and capability very different across members * Online training and information sharing opens new opportunities for training * Concern to minimise possible duplication. * Training highly valued by PIDC Members * Training is not always appropriate to the context; focus on training that makes a difference |

## Governance

The PIDC Board, Secretariat and Committees have strengthened the organisation and its processes. As noted earlier, considerable progress has been made since becoming a separate legal entity. The PIDC Board will continue to monitor progress against plans and provide oversight of the Secretariat's financial and organisational governance. These structures will remain in place alongside the financial and other reporting to give Members continued confidence in the organisation. These may be added to as needed.

Work plans will be developed annually and progressed by the PIDC Secretariat and PDIC Members.

# Values

FAMILY AND TEAMWORK

INTEGRITY

INNOVATION AND FLEXIBILITY

OPENNESS

COMMITMENT

We live by our value

TRUST AND RESPECT

LEADERSHIP

RULE OF LAW

GOOD GOVERNANCE

1. PIDC Model Legislation, PIDC Model Code of Ethics for Immigration Officers, PIDC Model Training Curriculum, PIDC Model Standard Operating Procedures, PIDC Model Strategic and Operational Framework. [↑](#footnote-ref-1)
2. PIDC plays an important role in the regional response to combating COVID-19. In addition to its COVID-19 Support Programme for Members, the Secretariat is a member of the Pacific Islands Forum Pacific Humanitarian Pathway – COVID-19 regional response and was tasked to develop regional immigration protocols and also support the development of a standard vaccination certificate [↑](#footnote-ref-2)
3. Including the Global Compact on Migration, 2030 SDGs, TNOC, UNCAC, Honiara/ Nasonini/ Biketawa/Boe Declarations by Pacific Leaders. [↑](#footnote-ref-3)