



Agenda item 7: RMS 3 – A Programme of Immigration Capacity Building

Proposed Recommendations

The Board is invited to consider the updates provided and recommendations proposed under each of the activities discussed under this agenda item.

Purpose

The purpose of this session is to provide a progress update of the training programmes provided or coordinated by the Pacific Immigration Development Community (PIDC) for its Members during the 2021/22 Financial Year.

Background

2. The PIDC plays a lead role in coordinating the delivery of immigration and border control related training programmes in the Pacific and works closely with Donors and partner agencies. Members continue to place a high priority on training programmes provided through PIDC and the recent 2021 Regular Annual Meeting (RAM) had reflected on Members' needs and how the organisation and Secretariat could better work with Members to develop its training programme. As such, the PIDC training programme continues to be a core part of the Secretariat's work plan, including coordinating regional training programmes and seeking new training opportunities for Members.

3. During this current reporting period; July – November 2021, the Secretariat has supported the delivery of two national border fundamental courses that was coordinated and delivered by the Australian Border Force in Tonga and Nauru and is currently in the process of supporting the coordination and delivery of a number of major regional training programmes scheduled for end of the 2nd quarter and late 3rd quarter.

a) PIDC Regional Training

(i) PIDC Regional Training for Intelligence Managers

4. The PIDC regional training for intelligence managers intends to assist PIDC Members strengthen national law enforcement immigration intelligence capability by providing an online Training for Immigration Intelligence Managers designed specifically for Pacific Islands States. The Programme is specifically aimed at strengthening the knowledge and skills of up to 20 PIDC immigration managers responsible for the development and sharing of national information and intelligence products.

5. A key programme deliverable will be assisting PIDC Members to develop a roadmap to integrate law enforcement intelligence functions and processes into their business operations to support decision making at the strategic, operational and tactical levels. The training is to be interactive with practical activities and Pacific Islands examples to be used during the training sessions. The Secretariat has recently advertised this programme

consultancy and is currently undertaking bid assessments to recruit a suitably qualified immigration expert to develop and deliver this online Training for Immigration Intelligence Managers. This programme is scheduled for delivery in quarter 3 of this financial year.

Proposed Recommendations

The Board is invited to:

- (i) **note** the update provided by the Secretariat and the work undertaken to date; and
- (ii) **encourage** the Secretariat to deliver the PIDC regional training for Intelligence Managers.

(ii) PIDC Regional Leadership Training

6. The PIDC regional leadership training aims to assist PIDC Members strengthen national PIDC leadership and management by providing an online regional Leadership Programme specific to Pacific Islands States. The Programme is specifically aimed at training up to 22 Middle Managers earmarked for executive progression although existing executive officers may also participate. The training will be interactive with practical work related activities to be undertaken by participants with one supervised national reform/modernisation project to be undertaken by each participating PIDC Member.

7. The training programme will strengthen participating Members' leadership capability within their organisations. PIDC as an organisation will have a Leadership and Management Training Curriculum with Training Plans that can be adapted by PIDC Members for delivery at the national level. Each Member will also have completed a national modernisation/reform project undertaken as part of the Training. The Secretariat is currently undertaking bid assessments to recruit the most suitable expert that can deliver this online leadership course. This programme is scheduled for delivery in quarter 3 and is planned to be delivered consecutively to the regional training for intelligence managers.

Proposed Recommendations

The Board is invited to:

- (i) **note** the work undertaken to date to progressively implement PIDC's regional leadership training; and
- (ii) **encourage** the Secretariat to deliver the PIDC regional leadership training for middle and upcoming Managers.

(iii) PIDC Train the Trainers Programme

8. The PIDC Train the Trainers (ToT) programme builds on the two programmes PIDC has rolled out for its membership including: the (i) PIDC Model Training Curriculum and Modules programme; and recent (ii) PIDC Training Curriculum nationalisation programme. PIDC has adopted a holistic approach in supporting members not only through the development of a model training curriculum and modules but also building members capacity to have in-house expertise to deliver and sustain their respective training programmes. The ToT for this reason aims to assist PIDC Members strengthen national law

enforcement immigration training capability by providing an online Train the Trainer course designed specifically for Pacific Islands States. The Programme is specifically aimed at: (a) equipping and strengthening the knowledge and skills of up to 22 PIDC immigration middle managers to design and deliver internal training programmes specific to members operating environment and; (b) equip participants and subject matter experts with new knowledge on how to teach adults and how to foster a learning environment where immigration officers can improve their skills. The ToT is currently scheduled for quarter 4 following the completion of the PIDC training curriculum nationalisation programme.

Proposed Recommendations

The Board is invited to:

- (i) **note** and **welcome** the work undertaken to date to progressively implement the PIDC Train the Trainers programme; and
- (ii) **encourage** the Secretariat to engage all members to participate in the PIDC Train the Trainers programme.

b) COVID-19 Support Programme Update

This update is discussed in the separate COVID-19 Support Programme Paper.

c) USP Academic Programme Update

9. In January 2020, the PIDC in partnership with the University of the South Pacific (USP) launched the Online Postgraduate Diploma in Border Security Programme (PGDBSP). The programme was launched in an effort to:

- (a) Provide PIDC officers opportunities to obtain academic training especially given the growing requirement in PICTs to recruit immigration executive officers with academic awards; and
- (b) Create a body of theoretical knowledge on Pacific Islands migration issues with input from the border security and immigration officials in the Pacific Islands law enforcement community.

USP and PIDC Academic Programme Milestone

10. Since the launching of the PGDBSP in 2020, more than 30 PIDC officers have registered for the programme. For the inaugural course of the initial cohort of the programme, an average of 60 students from the regions were enrolled. In 2021, the first group of pioneer students successfully concluded the full programme with Ms. Terence Naupa of Vanuatu and Mr. Christopher Akosawa of Solomon Islands being the first PIDC officers to officially graduate in a national graduation ceremony. Other graduates are scheduled to obtain their postgraduate diplomas at their upcoming official ceremonies in their respective countries as scheduled. The Secretariat notes that a number of students completed the PG Certificate and did not continue with the remaining papers required for the PGD.



2021 - First Cohort Graduates

| | Member | Graduates |
|----|---------------------------|---------------------|
| 1 | Fiji | Angela Barinisavu |
| 2 | Fiji | Salesi Ratumaiyale |
| 3 | Fiji | Miriama Ravoka |
| 4 | Samoa | Mose Faapuea |
| 5 | Solomon Islands | Christopher Akosawa |
| 6 | Solomon Islands | Johnson Oge |
| 7 | Vanuatu | Terence Naupa |
| 8 | Secretariat | Seremana Titoko |
| 9 | Secretariat | Ruta Tupuivao |
| 10 | Secretariat / Self-Funded | Leata Faitua |

PIDC Funding Support and Member Enrolment

11. From the total number of 77 students that have enrolled in the beginning of the 2nd cohort, 31 students still remain; currently doing the third programme paper PP-406 'Organizational Business Model', and 9 students who were approved to take two courses concurrently look to complete the programme in 2021. In the current trimester, there are 2 funding slots still available to meet the PIDC contractual commitment to USP to fill 15 student slots per cohort. The Secretariat notes that a number of countries are currently not utilising the study and scholarship opportunities being provided under the PIDC Programme. Of the 31 current students, 13 are currently sponsored by PIDC as outlined below:

| | Member | PP-406 | Scholarships |
|---|-----------------|---------------|---------------------|
| 1 | Fiji | 16 | 3 |
| 2 | Niue | 2 | 0 |
| 3 | Samoa | 2 | 2 |
| 4 | Solomon Islands | 4 | 3 |
| 5 | Tonga | 5 | 5 |
| 6 | Vanuatu | 2 | 0 |
| | Total | 31 | 13 |

12. With a few exceptions, PIDC sponsored students have performed relatively well. The joint USP-PIDC academic programme will achieve another significant milestone in April 2022 with another relatively large group of pioneer student Immigration Officers scheduled to be awarded the Postgraduate Diploma in Border Security.

13. The Secretariat continues to engage with USP for the upgrading of the Programme to a full online Masters Programme, which may potentially commence in January 2022.

Proposed Recommendations

The Board is invited to:

- (i) **welcome** the update provided by the Secretariat regarding the joint USP-PIDC academic programme for Immigration officers in the Pacific;
- (ii) **congratulate** the first group of pioneer PIDC Graduates who have completed the Postgraduate Diploma on Border Security;
- (iii) **request** members to encourage staff to enrol in the third cohort looking to commence in January 2022; and
- (iv) **task** the Secretariat to continue working with USP in upgrading the current Postgraduate Diploma to a full Masters Programme.

d) National PIDC Training Curriculum Nationalisation Programme

14. This activity outlines PIDC's support programme to assist three PIDC members including Kiribati, Fiji and Samoa to develop national immigration training curriculums and module based training manuals that: (a) are specific to members' operating environments; and (b) aligned to appropriate regional and international standards and best practices. Each Host Agency through their involvement in the programme are expected to strengthen their capacity by establishing an updated modern immigration training curriculum with training modules that are: (a) appropriate to their business needs; and (b) aligned to their legal, operational, staffing and remuneration frameworks. This programme builds on from the development of the PIDC model training curriculum and provides members the opportunity to develop in-house training curriculums to sustain its training programmes into the future to reduce the negative impacts caused by the loss of experienced officers from the department.

15. Dr Lesi Korovavala was selected following an intensive bid selection process to support this consultancy programme. Kiribati is currently being supported and work is being progressed to finalise their national training curriculum and modules by the end of quarter 2 while Fiji and Samoa will be scheduled for support in quarters 3 and 4 respectively.

Proposed Recommendations

The Board is invited to:

- (i) **note** and **welcome** the work undertaken to date to progressively implement the PIDC Training Curriculum Nationalisation programme; and
- (ii) **encourage** the Secretariat to progressively monitor the implementation of the training curriculum nationalisation programme.

e) National PIDC Regional Strategic Plan Programme

16. The PIDC regional Strategic Plan Development Support Programme was established to support members modernise their department operations through the development of department strategic plans, business plans or operational plans where none existed. The initial support modality provided members access to PIDC expert support in developing country specific strategic plan frameworks through an in-country PIDC consultation mission.

17. However, with the emergence of COVID-19, the Strategic Plan modernisation programme has reevaluated its delivery modality and subsequently adopted an online support modality utilising new communication technology that organisations are now transitioning into. Three countries to be assisted under this revamped programme are Palau, Tuvalu and the Republic of the Marshall Islands. The Secretariat through a transparent selection committee process has selected Dr Danielle Watson of Queensland University of Technology to deliver the strategic plan support programme. The Secretariat hosted a joint meeting of all relevant parties in early November to discuss and agree to delivery timelines and expectations in completing the programme for each respective country. Palau has been prioritised for support in this quarter as the organisation undergoes an organisational restructure where Immigration, Customs and Biosecurity have been merged into one agency and the scheduled PIDC strategic plan modernisation programme is timely for the organisation as it tries to work through a restructure programme that Palau is currently transitioning into. The Republic of the Marshall Islands and Tuvalu are scheduled for support in the third and final quarter of this financial year.

Proposed Recommendations

The Board is invited to:

- (i) **note** the update provided by the Secretariat and the work undertaken to date to support members develop their national strategic plans; and
- (ii) **encourage** the Secretariat to continue working with Palau, Marshall Islands and Tuvalu to finalise their strategic plans.

f) Australia Border Fundamentals Course Update

18. PIDC continues to support the delivery of Australia's regional International Border Cooperation Programme (IBCP) for the new 2021/22 financial period. Australian Border Force have successfully coordinated their first Pacific online border fundamentals course with Tonga and Nauru. This specialist training was provided by Australia through its IBCP for immigration, customs and police officers in Tonga and Nauru working on border fundamental skills that will have direct relevance to their everyday border control work. The purpose of the course is to reinforce basic skills required as front line border security officers and industry, whilst building and strengthening relationships domestically and internationally.

19. To support the Secretariat's regional planning and coordination role, Australia is invited to report on future plans of the revised online course that was piloted by Tonga and

Nauru Immigration and any other future regional trainings or capacity building programmes planned for the region under the IBCP before the end of the financial period in June 2022.

Proposed Recommendations

The Board is invited to:

- (i) **note** the update provided by Australia and the work undertaken to date; and
- (ii) **encourage** the Secretariat to continue working with Australia in supporting the coordinated delivery of its capacity building programme in the region through its IBCP.

g) Hakili Matagi Update

20. The Hakili Matagi programme implemented by Immigration New Zealand (INZ) continues to be supported by the PIDC Secretariat. The programme had been developed to assist participating jurisdictions to detect, measure, investigate, prosecute and prevent the use of identity fraud at the border through intelligence led approaches thereby contributing towards reducing immigration identity fraud in the Pacific region. PIDC continues to support this intelligence programme as it complements the PIDC Information Sharing Working Group's objectives of increasing an intelligence led culture within Member agencies' operations. INZ is invited to provide an update on the status of the Hakili Matagi programme.

Proposed Recommendations

The Board is invited to:

- (i) **note** the update provided by New Zealand and the work undertaken to date; and
- (ii) **encourage** the Secretariat to continue working with New Zealand to support the ongoing Hakili Matagi work and priorities in the region.