

ANNEX 1: Staffing Needs Review TOR



Pacific Immigration Development Community

Terms of Reference (TOR) – Pacific Immigration Development Community

CONSULTANCY:	Organisational Stocktake Consultant	AREA:	
REPORTS TO:	PIDC Chair & Human Resources Committee Chair	START DATE:	01 May 2023
QUOTATION SUBMISSION DATE	31 August 2022	END DATE:	31 May 2023

BACKGROUND:

The Pacific Immigration Development Community (PIDC) represents the interests of 21 Member countries and territories in the Pacific region.¹ The heads of Immigration across the membership of the PIDC share a common vision for the secure international movement of people supporting safe and prosperous Pacific Communities.

PIDC as a community enables and supports Members to best develop their organisations to meet their national obligations and support regional efforts as a member of the international community by:

- (a) creating proactive, adaptive, innovative, modern and effective organisations;
- (b) developing informed, motivated, well trained and high performing staff;
- (c) strengthening coordinated and integrated national policies, processes and regulatory frameworks; and
- (d) creating strong and enduring strategic partnerships (cooperate, collaborate, integrate).

Programmes of work that the PIDC have agreed to advance include strengthening legislation, policy, training, data collection, analysis and information-sharing to name a few.

JOB LOCATION:

The permanent PIDC Secretariat location is in Apia, Samoa.

PURPOSE:

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

To mitigate the risk and perception of a backwards looking review it is recommended this stocktake is future focused.

Intended benefits include:

- Building on what works well
- Ensuring an organization which is fit for the future.
- Increased organizational capability.

- A post pandemic increased alignment with members priorities.
- Newly identified initiatives to implement, plan and work on.
- Members feeling further informed and involved with contributions of country data which directs recommendations.

The opportunity afforded by a future focused stock take allows PIDC to reassess context and the changing needs. By not being involved there is a risk that return on investment will not be realized and the organization will not be aligned with current and future member's needs.

A recommendations report will be provided to the PIDC Board, members and Secretariat for consideration.

CONTEXT:

COVID-19 and the closure of borders has changed the operating environment for the PIDC. Pre pandemic PIDC board meetings and working groups were held face to face and capacity building activities were undertaken in member countries. Regional training workshops were held face to face on a regular basis. With borders closed the Secretariat moved to providing remote support to members.

With borders reopening, the Head of Secretariat position becoming vacant in August 2022, discussions about to take place over Secretariat staffing needs, 2022 -25 Strategic Plan, and the 2022-23 work plan about to be developed, it is an opportune time to stocktake and ensure organisational systems, policies and processes are aligned with member's post pandemic priorities. It is an opportunity for the organisation to take some time to focus on member's post pandemic needs and ensure that the new Head of Secretariat will be in an optimal position to lead the organisation going forward.

¹ **Pacific Immigration Development Community Member Administrations:**

American Samoa, Australia, Cook Islands, Federated State of Micronesia, Fiji, French Polynesia, Kiribati, Republic of the Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu and Wallis & Futuna.

The role's key performance requirements together with corresponding success measures are broadly described below:

KEY RELATIONSHIPS:

External	Internal
<ul style="list-style-type: none"> • PIDC Members and regional organisations 	<ul style="list-style-type: none"> • PIDC Chair • PIDC Human Resource Committee • Head of Secretariat • Deputy Head of Secretariat • Finance & Corporate Service Manager

The Provider's Personnel must be suitably qualified to perform the Services.

The tasks of the consultant include:

Responsibility	Expected Outcomes
<ul style="list-style-type: none"> a) Undertake an Appreciative Inquiry of what PIDC does well and what they can do more of to utilize these strengths b) Identify bottlenecks or overloads and ways of mitigating these c) Undertake an assessment of members current and future needs in a post pandemic environment d) Identify Members' post pandemic priorities e) Develop a monitoring and evaluation framework f) Identify ways of working to support staff to work in hybrid situations and to remain connected and ensure optimum work flows g) Assess future staffing needs based on Board's intention to shift away from a consultancy-based work programme to deliver regional support and national technical <p>N.B. It is envisaged that this staffing needs assessment will not directly impact on current positions at the Secretariat.</p> <p>It is expected a range of mechanisms will be used including surveys, one to one interviews and focus groups.</p>	<p>Members are involved in the process and have buy-in/ support for the recommendations.</p> <p>A report with recommendations on how to best future focus PIDC in line with member's current and future priorities.</p> <p>A results framework aligned to the 2022-25 Strategic Plan</p> <p>A monitoring and evaluation framework</p> <p>A workforce plans</p>

KEY RESULTS AREA:

The Provider's Personnel must be suitably qualified to perform the services:

- Undertake a stock take using an Appreciative Inquiry approach
- Provide high quality advice on organisational performance – possess strong analytical foundations to identify gaps and be solution-oriented;
- Action Oriented – take ownership and action on challenges. Stepping up to manage tough situations; and
- Collaborative and flexible – able to respond to changes and able to work co-operative with PIDC and Board.
- Inclusive engagement with Stakeholders and PIDC Staff

This is a position of trust, and you will become aware of sensitive, confidential and private information that must not be disclosed to others – either internally or externally.

PERSONAL SPECIFICATION:

To be successful in this position you will be highly organised with a strong personal drive and integrity.

Mandatory	Desirable
Formal Qualifications	
<ul style="list-style-type: none"> • Degree in a related field of Public Management Organisation and /Change Management field • Minimum 5 years’ Experience working in Regional Organisation • Good Knowledge of policy/legislative advocacy or Immigration field • Highly motivated and committed to PIDC values of Professionalism, Accountability, Vision and team work. • Certification in a relevant change discipline/ methodology 	
Knowledge and Experience	
<ul style="list-style-type: none"> • Familiar with the Pacific region • Organisational development and performance • Change management • Appreciative Inquiry or alternative change disciplines • Sensitive and understanding to cultural issues. 	<ul style="list-style-type: none"> • Has previous work experience in the Pacific and regional organisations.
Skills	
<ul style="list-style-type: none"> • Excellent communication skills (written and oral) • Sound analytical ability • Able to work both independently and collaboratively • Must be able to travel (some travel is required to Samoa to work with PIDC). 	

Terms and conditions

The consultancy is funded by the Pacific Immigration Development Community. The application procedure and attached terms and conditions comply with PIDC’s Financial Regulations.

TIMING & LOCATION

Activity	Start Date	Completion Date	Duration
Request for Quotation	24 April 2023	05 May 2023	10 working days
Quotation Opening	09 May 2023	10 May 2023	2 day2
Evaluation and approval of winning Quotation	12 May 2023	15 May 2023	2 days
Contract negotiation and signing of contract	17 May 2023	19 May 2023	2 Days
Performance of service	01 June 2023	31 August 2023	3 months

EXPECTED ACTIVITIES, DELIVERABLES AND TIMING

Milestone	Activities	Deliverable	Date
1.	Undertake desk research work plan and activity	Submission of workplan and activity	01 June 2023
2.	Interview and research work	Gathering information and analysing data.	15 June 2023
3.	Drafting of the report	Drafting of Report and draft Policy.	01 July 2023
4.	Drafting of Results Framework and M & E Framework	Submission of the 1st draft of M& E Framework	31 July 2023
5.	Drafting of workforce plan and recommendations on future fit staffing needs		15 August 2023
6.	Submission of the reports to Board and HOS for feedback	Full draft reports of the findings and recommendations	31 August 2023

GENERAL TERMS AND CONDITIONS

Interested individual(s) are encouraged to provide written submissions including a copy of your curriculum vitae, covering letter and a financial proposal in Samoan Tala (WST) including a day professional fee and any other costs associated with the activity.

Bidder Ability

By submitting a response to this “Request for Service” (RFS), the bidder warrants that the bidder has the necessary skills, knowledge, experience and resources to comply with this RFQ and capable of successfully completing the project.

Amendments:

Should the bidder become aware of any discrepancy, error or omission in the document submitted, and the bidder wishes to lodge a correction or provide additional information, that material must be in writing and lodged prior to the evaluation of the RFS responses.

Method of Submissions:

Tenders must be submitted via email addressed to the Head of Secretariat email and to the Head of the PIDC Human Resources Committee email Rebecca.White@mbie.govt.nz by 5pm Samoa time on 05 May 2023

The electronically submitted documents should be converted to the PDF format.

Late or incomplete submissions will not be considered.

Questions and Answers

All queries or request for information can be addressed to Seremana Titoko of the PIDC Secretariat on telephone: +685 29107 or email seremana.titoko@pidcsec.org / info@pidcsec.org