Pacific Immigration Development Community
2024/25 Board Meeting No. 3
16 June, 2025: Nukualofa, Tonga

Agenda Item 3 (b)(iii)   **PIDC Stocktake Report Review Implementation Matrix**

Purpose

This paper seeks to provide the Board with options on approaches to implementing recommendations of the PIDC Stocktake Report.

Background

2.   Members will recall reviewing the draft Stocktake Priority Matrix Table (SPMT) at the March Board meeting and consequently agreeing to review the priority table intersessionally to guide members decision for a way forward in regards to the adoption and implementation of the report's recommendation. These SPMT Had been developed to provide guidance to the Board's recommendation to the Regular Annual Meeting on next steps to the stocktake report.

Findings

3.   The 2024 Stocktake Report was intended to be a forward-focused stocktake of the Secretariat to ensure that the organization was aligned with Members' current and future priorities and the Secretariat was fit for purpose in a post-pandemic operational environment. Consequently, the stocktake was intended to: (a) Build on what works well; (b ensure the organization is fit for the future; (c) Increase the organizations capability; (d) a post-pandemic increased alignment with members priorities and (e) Newly identified initiatives to implement, plan, and work on.

Way Forward

4.   The SPMT had been developed to identify and rank member needs based on the recommendations of the 2024 Stocktake Report, balancing immediate versus long-term priorities for implementation. To assist and guide members through this prioritisation process, the SPMT attached as Attachment Two provides a summary of all the key recommendations in the stocktake report which has been divided into two parts; categorised based on the baseline of affordability where part one are affordable and can be implemented with respect to current resourcing capability levels and part two requires more resourcing to determine practicality and relevance in an evolving operational environment and member needs.

5.   In this regard, it is recommended that Part One of the Priority Matrix Table be considered for adoption on the understanding that it can be resourced from existing resources and doesn't require additional funding or resourcing. Any recommendation requiring new resourcing requirements should be delayed as part of Part Two implementation phase when the organisation is in a more financially stable operating environment.

Proposed Recommendations

Members are invited:

i. **note** the Stocktake Priority Matrix Table (SPMT) provides members guidance on the implementation approach of the stocktake report;

ii. **agree** to recommend to the 2025 RAM that the implementation of the stocktake report will be guided by the Stocktake Priority Matrix Table;

iii.   **agree** to implement part one of the SPMT that can be absorbed within current resourcing levels at PIDC and any recommendation requiring new resourcing requirements would be delayed together with part two recommendations of the PMT

iv.   Part Two of the SPMT would be further reviewed by the Board with a view on resourcing and affordability to sustain any implementation costs into the future

ANNEX TWO: PRIORITY MATRIX TABLE

PRIORITY MATRIX TABLE – PART ONE

	Stocktake Recommendation	Notes	Committee	Board Decision
1	**Options for balancing and delivering on specific requirements of members**			
1a	Cluster support to members based on common needs and contexts (for example, geographical proximity, similar legislative frameworks, or capacity levels) to enable more targeted support and efficient use of resources.	No specific funding required - administrative amendments to next work plan for member states - priority 2 (medium term)	Agree	Agreed/Not Agreed/Defer
1b	Develop and maintain detailed profiles for each member, highlighting their unique needs, priorities, and capacity constraints. This information can guide the tailoring of workplans and support efforts.	No specific funding required - can be absorbed by Secretariat/Member states. High value option - priority 1	Agree	Agreed/Not Agreed/Defer
1c	Create a priority matrix to identify and rank member needs, balancing immediate versus long-term priorities. This can help allocate resources more strategically and transparently.	No specific funding required - can be absorbed by Secretariat/Committee High value option - priority 1	Agree	Agreed/Not Agreed/Defer
1d	Implement regular check-ins (for example, quarterly virtual meetings) with member representatives to ensure their needs are being met and to adjust plans based on current capacities and priorities.	No specific funding required - can be absorbed by Secretariat High value option - priority 1	Agree	Agreed/Not Agreed/Defer
2	**Options for addressing an overly ambitious Strategic Plan**			
2a	Identify and focus on a few high-impact initiatives that align closely with PIDC's core mission. Defer less critical actions to subsequent planning periods.	No specific funding required - administrative amendments to next work plan - priority 2 (medium term)	Agree	Agreed/Not Agreed/Defer
2b	Break down the Strategic Plan into phases, prioritising actions based on urgency and resource availability. This makes the plan more manageable and allows for adjustments based on progress and feedback.	No specific funding required - can be absorbed by Secretariat High value option - priority 1	Agree	Agreed/Not Agreed/Defer
2c	Identify options for permanent increase in staffing capacity to deliver its core services (see proposed workforce plan submitted separately).	Financial impact. May need to be deferred until funding becomes available - priority 3 (long term)	Defer	Agreed/Not Agreed/Defer
2d	Explore opportunities for temporary staffing solutions, such as secondments and work attachments from member countries or hiring interns, to boost capacity and help meet strategic goals.	Financial impact. May need to be deferred until funding becomes available - priority 3 (long term)	Defer	Agreed/Not Agreed/Defer

3	**M&E and Reporting**			
3a	Use a mix of qualitative and quantitative indicators to drive monitoring of the Strategic Plan goals (see proposed framework in Appendix C).	Can be developed as part of Monitoring and Evaluation framework - priority 1	Agree	Agreed/Not Agreed/Defer
3b	Develop simple, user-friendly tools and templates for members to report on the impact of PIDC's support. This can reduce the reporting burden and improve data quality.	No specific funding required - can be absorbed by Secretariat - priority 2 (medium term)	Agree	Agreed/Not Agreed/Defer
3c	Create a dedicated session in Annual and Board meetings for members to share success stories and lessons learned. This not only highlights the impact but also encourages peer learning.	No funding required. High value option - priority 1	Agree	Agreed/Not Agreed/Defer
4	**Engagement with external stakeholders and partner agencies**		**4**	
4a	Establish clear criteria and priorities for engaging with external stakeholders. Focus on partnerships that align closely with PIDC's goals and offer significant mutual benefits.	No specific funding required - can be absorbed by Secretariat - priority 2 (medium term)	Agree	Agreed/Not Agreed/Defer
4b	Allocate specific resources (for example, staff time, budget) for managing external partnerships. This ensures that such engagements do not detract from core activities.	Financial impact. May need to be deferred until funding becomes available - priority 3 (long term)	Defer	Agreed/Not Agreed/Defer
4c	Develop joint initiatives with external partners that leverage PIDC's strengths and raise PIDC's profile.	Financial impact. May need to be deferred until funding becomes available - priority 3 (long term)	Defer	Agreed/Not Agreed/Defer

PRIORITY MATRIX TABLE – PART TWO

	Stocktake Report Recommendation	Notes	Committee Recommendation	Board Decision
1	**New organisational structure**			
1a	It is recommended that PIDC adopt and implement the new organisational restructure, depending on the following considerations: (i) Focus on the core support roles (ii) How critical the role is to achieving the strategic objectives of the strategic plan (iii) Affordability (iv) Organisational / Business Continuity (v) Attraction, retention of key and experience talent.	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/ Defer
1b	Partial implementation would allow for the implementation of new positions by priority and criticality to PIDC.	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/ Defer
2	**Specialist roles**			
2a	It is recommended that a focus on the core business specialist roles drives decision-making around new operations structure (refer to DHS increased span of control) taking account of the following: (i) Criticality of the role (ii) Size and complexity of the role (iii) Budget / affordability	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2b	Legal and Policy Advisor	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2c	ICT Advisor	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2d	Intelligence Advisor		Consider prioritising this role	Agreed/Not

				Agreed/Defer
		Medium Term: Consider prioritising this role		
2e	Communications Specialist	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2f	Manager Research and Monitoring	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2g	Manager Programmes	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2h	Training Advisor	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2i	ICT Coordinator	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2j	Data Analyst	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2k	Training Coordinator	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2l	**Research Officer**	**Completed**	**This is already an existing permanent role in the current Organisational structure**	**Adopted**
2m	Monitoring, Evaluation and Learning (MEAL) Officer	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2n	Program Officer	Mid Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer
2o	Events, Travel and Administration Coordinator	Long Term	Defer decision to new Financial Year (budget constraints)	Agreed/Not Agreed/Defer

Key