Agenda item 6:   SFA 2 – National Immigration Strengthening

Proposed Recommendations

The Board is invited to **note** and **welcome** the PIDC national Immigration strengthening programme update and **encourage** the Secretariat to continue working with members and partner agencies in providing national immigration strengthening programmes across the membership.

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 since RAM 2022 in August.

Background

2.   The PIDC plays a lead role in coordinating the delivery of immigration and border control national immigration strengthening programmes in the Pacific and works closely with Donors and partner agencies to deliver this strategic focus area across the membership. Members continue to place a high priority on training programmes provided through PIDC and the 2022 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; August 2022 – March 2023, the Secretariat has supported members in its ongoing coordination efforts to progress the USP Postgraduate Diploma and Masters in Border Security Courses, the ongoing member capacity building support provided through PIDC's COVID-19 Support programme, the delivery of its intelligence management seminar to assist members strengthen their national capacity to use law enforcement intelligence, hosting the PIDC NCP/Profiling Group workshop and is currently in the process of supporting the coordination and delivery of a number of major regional training programmes scheduled for the end of the final quarter of this financial year.

(a) PIDC Legislation Review Programme

4.   Table 1 below provides a summary of the legislation review programme and the stages where the respective countries assisted under PIDC's modernisation programme are at. Three member countries were scheduled for support in phase one of the legislation review programme in this 2022/23 financial period including Niue, the Solomon Islands and Palau; with Tonga, Samoa and the Solomon Islands currently scheduled for phase 2 while ongoing work to finalise Samoa, Tonga and Tuvalu legislation review projects continues.

Table 1: Summary of 2022-23 Legislative Review Modernisation project – Phase One: Policy and Legislation Support

Country		Legislation Review Project Update
Niue (Phase One)	Immigration Act	- Desktop analysis of Niue Immigration legislation and amendments to develop drafting instructions completed - National consultations completed in August 2022 - Currently working to finalise Niue Drafting Instructions to be submitted to Niue for consideration before end of Quarter 2
Solomon Islands (Phase One)	Immigration Act	- First drafting instruction completed and provision of technical support provided to support Solomon Islands national consultations - Local Technical Assistant recruited and national consultation programme on Solomon Islands Immigration Bill initiated with Malaita and Guadalcanal Province national consultations completed in September 2022 - National consultations for remaining provinces to be completed by February 2023 - Development of additional drafting instructions to review Immigration Bill following completion of national consultations to be submitted by end of May 2023
Palau (Phase One)	Immigration Act	- Palau national consultations scheduled for 24-28 April 2023

Table 2: Summary of 2022-23 Legislative Review Modernisation project – Phase Two: Drafting of Legislation

Tonga (Phase Two)	Immigration Act	- Immigration Act Drafting Instructions completed - Tonga recruited Legal Drafter and is to issue contract for drafting process
Samoa (Phase Two)	Regulations	- Draft Immigration Regulations completed and currently undergoing final national approval process
Solomon Islands (Phase Two)	Immigration Act and Regulations	- Currently scheduled for Quarter 4 and will be determined by the completion of national consultations on immigration bill

Table 3: Summary of ongoing work to complete members modernisation programme

Tuvalu (Ongoing)	Immigration Act	- Draft Immigration Bill and Draft Immigration Regulations completed
	Passport Act	- Development of desktop analysis of Tuvalu Passport Act completed - Development of Tuvalu Passport Act Information paper based on desktop analysis for Tuvalu to consider for Cabinet information completed - Tuvalu to determine decision to progress to next stage of Passport Act review
Tonga (Ongoing)	Passport Act	- Drafting Instruction completed - Tonga to determine scheduling of Drafting consultation programme
FSM (Ongoing)	Immigration Act	- Drafting national consultations and Drafting Instruction completed

		- However, Project currently put on hold due to competing national priorities in FSM and any progress to next programme phase will be determined by the FSM government

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 continue monitoring members modernisation programme and keep working with members to complete their respective

(b) Strategic Plan Development Support Programme Update

5.   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. PIDC recognises the importance of Members developing modern and streamlined national Strategic Plans and planning frameworks aligned to international standards and best practices to support effective execution of their core business. The initial support modality during the COVID-19 period provided members access to an expert to support the development of member country specific strategic plan frameworks through an online support modality.

6.   However, the support modality under this revamped programme provided members access to an expert to support members developing country specific strategic plan frameworks through an in-country PIDC consultation mission. Two countries currently scheduled for support under this programme include Fiji and Vanuatu. Table 4 provides a summary on the latest implementation update of the strategic plan development programme.

Table 4: Summary of SOP Modernisation Programme

Country	Standard Operating Procedures Project Update
Fiji	- National consultations completed and draft Strategic Plan submitted to Fiji and awaiting final comments for review and finalisation of Strategic Plan
Vanuatu	- National consultations currently scheduled for 01 – 05 May 2023

Proposed Recommendations

The Board is invited to:

(i)   note and welcome the progress in the development of members national strategic plans; and

(ii)   encourage the Secretariat to continue working to support finalising members strategic plans.

(c)   PIDC Leadership Training Course

7.   The Pacific Immigration Development Community (PIDC) recognises the value of leadership across the membership and has prioritised the need to invest into emerging leaders from across the membership as we look to strengthen members leadership capacity in addition to sustaining a core group of strong leadership skills across immigration agencies in the Pacific. In this regard, the development of the PIDC leadership training course was developed to assist PIDC Members leadership and management groups by providing a regional PIDC Leadership Training Programme specific to Pacific Islands States. The Programme was developed specifically to train emerging leaders, supervises and middle Managers who were earmarked for executive progression.

Face to Face Course
8.   The training was initially planned to be delivered as an online leadership programme at a time when borders were closed. However, a lot has changed with the reopening of international borders across the Pacific opening up the opportunity of holding this leadership training programme as a face-to-face programme.

9.   While the initial modality was to deliver it as an online course, it became apparent during the planning process that the training needs to be interactive with practical work-related activities to be undertaken by participating PIDC Members. Key to the need to readjust the delivery of this leadership course from an online to a face-to-face modality is the:

(a) workshop course content requiring delivery modules that are better suited to face-to-face course delivery;
(b) length of concentration time required of participants during the weeklong course through an online modality exposes the risk of participants not fully committed to the course in addition to poor internet bandwidth across the region where there is a high probability of participants drifting in and out of the online course as a result of poor wifi bandwidth;
(c) course is better suited to direct engagement and collaboration which is significantly impacted by poor bandwidth in many countries in addition to managing these engagements virtually; and
(d) controlled environment facilitates maximum participation by attendees, who tend to juggle multiple tasks when attending virtually. We have observed on many occasions during online seminars, workshops and discussion forums how attendees juggle their participation with pressing national issues and tend to not fully commit to the virtual platforms because of competing national priorities that easily draws them away from online engagements.

10.   In addition, one of the long-term objectives of PIDC is the need to build on this core group of future leaders and directors across the Pacific through the creation of a Leadership Alumni network of PIDC trained leaders. Where we intend to engage these pioneer group of leaders post training programme through ongoing online leadership capacity support programmes where we will be exploring opportunities of ongoing activities over the coming years. The face-face modality strengthens the building of trust and networking relationships of our future leaders. Attached as Annex 1 is a copy of the leadership programme that is

currently being finalised with the provides through the ANU APSC & QUT the providers of the leadership course.

Financial Implications

11.   While the course was budgeted to be an online course, it should be noted that the Face-to-Face leadership course modality can be sourced from savings that PIDC is expected for this current financial year from programme activities. These costs have been factored into the proposed face to face course modality and is already budgeted for the next current financial year.

Proposed Recommendations
The Board is invited to:
    (i) **note** the update on the Leadership Training course delivery modality; and
    (ii) **approve** the face-face delivery of the PIDC Leadership Training course.

(d)   USP Postgraduate Programme Update & USP Masters Development Proposal

12.   The PIDC – USP Postgraduate Diploma in Border Security (PGDBS) aims to: (a) provide opportunities to PIDC Member Officers in academic training allowing them to obtain an academic award which now is often required to hold executive positions; and (b) strengthen the body of knowledge on Pacific Island migration concerns having input from the Pacific Islands immigration and border enforcement community.

Update

13.   The PGDBS course had been put on hold in 2022 following the departure of the former USP lecturer responsible for delivering the Post Graduate Diploma in Border Security Course, with enrolled students given the option of completing their respective courses either through: (a) completing the equivalent level course through the international diplomacy programme to complete their postgraduate requirements; or (b) postponing their studies and to complete their course at the resumption of the PGDBS course when a Border Security academic was recruited by USP to complete teaching the course.

14.   However, as part of the Secretariat's responsibility in advocating members interest and in particular PIDC sponsored students, the Secretariat had consequently engaged with partners that were initially part of the creation and development of the PGDBS with the intention of identifying options of supporting the delivery of the course for those currently enrolled to complete their studies. This was in addition to ensuring that USP continued to roll out the PGDBS course in the new academic year in 2023 so that USP could continue honouring its commitment to the delivery of the PGDBS for three cohorts of PIDC funded students as agreed to, under the 2019 PIDC-USP agreement. Following this engagement, and commitment to supporting the needs of our sponsored students PIDC was able to reengage an academic to deliver the PGDBS course in this academic year. In addition, the Secretariat

has pursued with the current academic delivering the course to work towards a self-sustaining programme where USP can continue to sustain the delivery of the course should the current academic no longer be accessible and doesn't put course participants in suspense for an indefinite period time while waiting for the USP recruitment process to run its course.

Masters in Border Security Creation Proposal

15.   The Board in December 2021 had tasked the Secretariat to continue working toward the development of a Master's Graduate Degree with USP. In this regard, the Secretariat had engaged in ongoing discussions with USP and partner stakeholders on how we could work together to create a Masters in Border Security. In discussions, PIDC has had with USP and academics that could support the creation of the Masters programme, USP had consequently confirmed their commitment to support the course creation process in partnership with PIDC. USP subsequently confirmed working through the business process of upgrading the Programme Post Graduate Diploma in Border Security to a full online Masters Programme.

16.   To upgrade the current PGDBS to a fully fledged Masters programme, USP will be required to adopt the following approach:

(a) The programme will comprise 8 courses (the 4 from the Border Security diploma, 2 electives from the school, 1 border security placement and 1 research paper)
(b) The research paper and placement course need to be developed - this will incur course development fees.
(c) The placement will entail an attachment to a security organisation for 120hrs.
(d) USP requires an extension/renewal of the MoU for 5 years. The funded number of students will need to be increased from 15. USP Accounts to finalise numbers based on the proposed business case.

Financial Implications

17.   A business case proposal discussed with USP proposed the following possible costing that is proposed to be adopted through an MoU with a commitment period of 5 years. This is similar to the current MoU that PIDC had signed with USP on the creation and sponsorship of three cohorts of students which is to be completed at the end of this academic year.

	Course Development Phase	Year 1	Year 2	Year 3	Year 4	Year 5	Totals
USP Administration Cost	26,000	20,325	20,325	20,325	20,325	20,325	101,625
PIDC funding (Scholarships)		79,241	79,241	79,241	79,241	79,241	396,205
Totals	26,000	99,566	99,566	99,566	99,566	99,566	FJD$497,830

18.   The significant difference is the significantly low costs to create the Masters programme as we have proposed a programme that builds on the current PGDBS and also requires the creation of 2 modules including the development of a research paper and placement course into the Masters programme and this is estimated to cost FJD26,00. When PIDC supported the creation of the PGDBS course, PIDC had invested more than 120,000 dollars in the course development phase. However, in the development of the Masters programme we are expected to only provide around FJD26,000.

19.   In terms of meeting the administrative and scholarship costs over a period of 5 years, it should be noted that the figures are around the same costs that we have been paying USP as part of the USP-PGDBS MoU of 2019 and has been inbuilt into the current budget cycle that PIDC has been adopting annually since 2019.

Opportunity

20.   The development of the Masters Programme had been pursued by PIDC with USP over the last couple of years without success and this was largely due to the non-availability of an academic specialist in course creation in USP. The opportunity to progress and establish a Masters Programme is now possible as PIDC has obtained a commitment from an academic course creation specialist to support PIDC in the development of the Masters Programme. Failure to capitalise on this opportunity would mean that there would be a higher probability in the possible lengthened delayed time to the development of a Master's programme due to the non-availability of a university course developer especially in the area of border security in the Pacific.

Proposed Recommendations
The Board is invited to:
   (i) **note** the Secretariat's advocacy efforts to engage USP to commit to delivering the PGDBS in the 2023 academic year;
   (ii) **welcome** USP's commitment to support PIDC in the development of a Pacific specific Masters in Border Security programme;
   (iii) **approve** the development of the Masters in Border Security programme; and
   (iv) **task** the Secretariat to work with USP on the new MoU to support the development and delivery of the Masters in Border Security programme.

(e)   COVID-19 Support Programme Update

Purpose

21.   This paper provides an update on the PIDC COVID-19 Support Programme activities undertaken by the Secretariat.

Background

22.   The PIDC COVID-19 Support Programme (the Programme) was approved at the Special General Meeting in July 2020. It focused on three main areas including providing

Members with (i) Communication Packages to help adapt to the new virtual communication reality, (ii) Personal Protective Equipment (PPE) specifically for Immigration Officers as a backup stock; and (iii) policy development support integrating COVID-19 safe measures.

23.   The two-year programme ending 30 June 2022 was extended for another 12 months following approval by Australia Department of Foreign Affairs and Trade (DFAT) to roll over unspent fund at the end of the 2021/2022 financial year into 2022/2023. To date the Programme has engaged and supported 15 PIDC Members including, American Samoa, Cook Islands, Federated States of Micronesia (FSM), Fiji, Kiribati, Nauru, Niue, Palau, Republic of Marshall Islands (RMI), Samoa, Solomon Islands, Tonga, Tokelau, Tuvalu, and Vanuatu.

24.   In the first year of the Programme, Members received Communication Packages and PPE, whilst the second year included additional supply of PPE and resources supporting Members' operations upon request. The Secretariat continues to provide similar support upon request for the remaining year of the Programme.

Progress Update
25.   The Secretariat has processed the following procurement for the Members:
   (i)   **Badges and badge holders** Niue (12), Samoa (30), Solomon Islands (50), Tokelau (12) and Tuvalu (12) – delivery completed;
   (ii)   **Uniforms** for Tuvalu (15 staff), Solomon Islands (41 staff), RMI (14 staff) and Tonga (20) – only RMI and Tonga pending delivery;
   (iii) **Queue Stanchion and top A4 sign holders** for RMI;
   (iv)   **Additional PPE and cleaning products** for Palau; and
   (v)   **Office equipment** for Tokelau (PC) and Palau (A/C unit for server room).

26.   The Secretariat has also received requests from Niue, Nauru and Kiribati for resources to support operations but pending the submission of quotes and product specifications in order for the Secretariat to process assistance. These delays are an ongoing challenge for the programme implementation. The Secretariat manages it with constant follow ups and Zoom meetings where required.

Palau – PPE & other supplies

Palau – AC unit for server room

Tokelau - PC

RMI – queue stanchions

27.   All PPE, communication equipment and other resources requested are documented recorded in a database kept with the Secretariat. Annex 2 shows the common PPE items supplied to Member as requested. This is to basically demonstrate the composition of the PPE supplied rather than comparing between members quantities received, as quantities are determined based on the number of staff and other elements following the ABF Aviation COVID-19 Safe Guide, and current situation of the pandemic (at the time of order) in the member country e.g. outbreaks. Annex 3 provides the original communication package composition that members received (or alternative where requested).

Policy Update

28.   Ongoing work in integrating COVID-19 SOP into other PIDC related activities. This includes the SOP development to be provided to Tuvalu, Samoa and Tokelau which is currently delay. Currently reviewing consultant Terms of Reference to include such work in incorporating COVID-19 provisions into SOPs.

Financial Implications

29.   Programme spending is within budget and as of 31 March 2023 the Programme has spent approximately 74% of the overall budget programme. Total remaining fund is SAT$54,584. This will be spent on the remaining requests received as mentioned above. Any further details will cause the Secretariate to reallocate remaining funds for other members if request for additional resources in the last quarter.

Proposed Recommendations

The Board is invited to:

  (i)   **note** the activities undertaken by the Secretariat to implement the PIDC COVID-19 Support Programme;
  (ii) **encourage** Members where a priority and also where possible to incorporate activities and services provided by the PIDC COVID-19 Support Programme into national budget;
  (iii) **note** the programme spending and remaining fund; and
  (iv) **task** the Secretariat to continue to deliver support to Members and to fully utilise the remaining funds in an effective manner by the end of financial year.

(f) Australia Border Force Capacity Building Update

30.　PIDC continues to support the delivery of ABF's capacity building programme in the region for this financial period. The Australian Border Force continues to work closely with members on the successful coordination and delivery of Board Control specific trainings. While Australia had successfully completed the delivery of their first Pacific online border fundamentals course with Tonga and Nauru in the last financial period, Australia is exploring other online training tools that can be provided to the membership.

31.　The purpose of these online training tools to be accessible through the PIDC website is to make it accessible for members across the region so that they can self-train or develop own training programmes to reinforce basic skills required as front-line border security officers and industry, whilst building and strengthening relationships domestically and internationally.

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 Immigration Core Elements (ICE) Coaching and Mentoring Workshop

32.　Fiji will be hosting INZ Hakili Matagi to run a week-long regional Immigration Core Elements Coaching & Mentoring Workshop in Fiji. During Covid Hakili Matagi with the assistance of Michelle McCormack from PeopleFocus designed and developed 30 key training & learning Immigration Core Elements which can be delivered by way of facilitated learning, coaching and mentoring. The workshop will bring together seven staff from Fiji Immigration and has invited one participant each from Samoa, Tonga, Cook Islands, Niue, Tokelau, Kiribati and the PIDC Secretariat.

33.　This is truly an opportunity for these staff to take ownership of the Immigration Core Elements and develop the skills to facilitate their own organisations learning through coaching and mentoring. Hakili Matagi will continue to support the learning and the staff and ensure the deliverable material is updated.　 The intended outcomes of the workshop include;
a) Building capacity within Immigration to deliver ICE Training and Learning elements to work colleagues.
b) Develop a genuine understanding of coaching and mentoring in a work environment to enable staff to meet organisational objectives and work at their best.
c) Enhance skills relevant to Immigration for the purpose of shared learning and experience.
d) Identify learning gaps and training needs internally within their organisation.
e) Work and share with other Pacific Immigration staff learning and training needs.

Proposed Recommendations

The Board is invited to:

(i) **note and welcome** the update provided by NZ and the work undertaken to deliver the Immigration Core Elements Coaching and Mentoring Workshop.

Pacific Immigration Development Community
2022/23 Board Meeting 2
17 & 18 April 2023, Port Moresby, PNG

Annex 1 - PIDC Leadership and Management Training Module – <mark>Monday 1st – 5th July 2023</mark>

Time	Item	Organisation
9:00	Welcome to the Workshop	QUT and APSC
9.05	Overview – Workshop Structure and Expectations of Participants	QUT and APSC
Module 1 – Unpacking Leadership and Management This module is intended to introduce participants to a range of leadership and management styles. It will prepare participants to differentiate between different leadership styles and approaches, while also preparing them to develop a hybridized leadership model suited to their respective organisations.		
9:30	*Leadership and Management* – This session will provide a context to discuss the differentiations between leadership and management. It will challenge participants to recognise the difference between execution and motivation functions, with a goal of merging both functions as a strategy for improved operations oversight.	Danielle Watson, Queensland University of Technology
10.30	Morning break	
10.45	*Leadership Styles and their Defining Characteristics* – Part of being an effective leader is recognising one's strengths and limitations. This session will provide an overview of various leadership styles to promote reflection on who you are as a leader, how your style of leadership fits in with your organisation's structure and what adaptations to your leadership style are necessary to improve the performance of your team.	Danielle Watson, Queensland University of Technology
12.00	Lunch	
1.00	*Leadership and Conflict Management* – As a leader in your organisation, you may be required to prevent, respond to, and resolve conflicts. This session is intended to explore various types of conflict that may arise in the immigration context and equip you with an arsenal of tools to manage such conflicts.	Danielle Watson, Queensland University of Technology
1.30	*Guest Presentation on Leadership and Conflict Management*	PIDC
2.15	Afternoon break	

| 2.30	*Leadership, Organisational Integrity and Corruption* – Immigration organisations operate under a government mandate within their respective jurisdictions. It is therefore important for such organisations to demonstrate high levels of integrity and transparency at all levels. This session will discuss the importance of organisational integrity and provide an overview of PIDC's model for integrity and corruption within immigration organisations.	Ioane Alama, Australia Pacific Security College
3.30	Reflections – Participants will be provided with an opportunity to discuss key learnings and further explore any contentious issues that may have been raised during the day.	
4.00	**End of Day 1**	
9.00	Recap of Day 1	Danielle Watson, Queensland University of Technology
Module 2 – Leadership and Communication This module is intended to prepare participants to think strategically about different elements of communication specific to the immigration context. It will further equip participants to develop immigration specific communication products.		
9:30	*Organizational Context and Information Sharing (Understanding the information sharing hierarchy)* – Managing the collection and flow of information is important for the success of any organisation. For immigration agencies, ensuring the security of personal data collected on behalf of the State is critical. This session will examine information and its links to immigration operations and its use to support decision making at the strategic, operational and tactical levels.	TBA
10.30	Morning break	
10.45	*Types and Modes of Communication* – Effective communication at all levels allows an organisation to monitor its activities and rapidly respond to changes in its operational environment. This session will provide participants with foundational elements of communication to ensure they have the skills and knowledge to determine what forms would be most relevant to their national immigration agencies.	Danielle Watson, Queensland University of Technology
12.00	Lunch	
1.00	*Organizational Context and Information Sharing (Communicating information about legislations, policies, procedures and practices)* – Immigration agencies play an important role in securing national borders and supporting economic development. Information regarding policy, legal and procedural frameworks need to be communicated effectively to stakeholders to support compliance according to the Rule of Law. This session will examine avenues that participants can use to share these important pieces of organisational information.	TBA

1.30	*Guest Presentation on Organizational Context and Information Sharing*	PIDC
2.15	Afternoon break	
2.30	*Formatting Information for Different Audiences* – As a leader, one of your most critical roles is to communicate effectively to both internal and external stakeholders through briefings, reports and presentations. This requires understanding the objective for the communication and the most appropriate written or verbal format to be used. This session will explore relevant formats and provide guidance on how participants can communicate effectively as immigration leaders.	TBA
3.30	Reflections – Participants will be provided with an opportunity to discuss key learnings and further explore any contentious issues that may have been raised during the day.	
4.00	**End of Day 2**	
9.00	Recap of Day 2	Danielle Watson, Queensland University of Technology
Module 3 – Leading Immigration Operations and Cooperations		
9:30	*Immigration Operations and the Pacific Security Context* – Law enforcement agencies in the Pacific often face very similar security challenges and with limited resources available, regional cooperation and information sharing is essential to strengthen national responses. This session examines the Pacific security environment for law enforcement agencies and the main threats to the region.	TBA
10.30	Morning break	
10.45	*Establishing Immigration Operational Responses* – Immigration operations play a vital role in responding to security issues, managing borders, facilitating international travel and supporting economic development. This session will explore immigration operations in the context of the Pacific security environment (roles, responsibilities and operational mandates)	TBA
12.00	Lunch	
1.00	*Assessing the Security Landscape and Adapting Operations* – An effective leader allocates the use of scarce organisational resources according to national priorities seeking a balanced approach to securing the border from threats while facilitating legitimate travel. This session discusses tools that can be used to assess the national security environment.	Danielle Watson, Queensland University of Technology

1.30	*Guest Presentation on Interagency Cooperation*	PIDC
2.15	Afternoon break	
2.30	*Working with Stakeholders (Cooperation and Partnerships)* – Immigration agencies have a number of national and regional stakeholders and strategic partners at the border. These entities often have an important role impacting national migration operations and need to be engaged as part of a coordinated approach to border management. This session will assist participants to identify and work with stakeholders and partner organizations vital to national immigration operations.	Ioane Alama, Australia Pacific Security College
3.30	Reflections – Participants will be provided with an opportunity to discuss key learnings and further explore any contentious issues that may have been raised during the day.	
4.00	**End of Day 3**	
9.00	Recap of Day 3	Jay Caldwell, Australia Pacific Security College
Module 4 – Resource Utilisation and Organisational Alignment		
9:30	*Understanding and Building Organisational Capacity* – An effective immigration agency needs to ensure its legal and policy frameworks, structures, processes and staff are best placed to support its mandated responsibilities to enforce and control border measures while facilitating legitimate travel. This session will facilitate participants' development of the skills necessary to understand organizational alignment processes.	Danielle Watson, Queensland University of Technology
10.30	Morning break	
10.45	*Assessing and Mitigating Risks* – Managing risk allows a leader to proactively identify, evaluate and prioritise challenges that may prevent an organisation from achieving its objectives. This allows for the development of measures to avoid or minimise the impact of these challenges. This session introduces participants to risk management, which is an important organisational tool for any leader. The session will include an invitation for participants to share their experiences with risk management tools.	Jay Caldwell, Australia Pacific Security College
12.00	Lunch	
1.00	*Developing and Maximising Human Capacity* – One of the most commonly identified priorities for most PIDC Members historically has been building the capacity of their staff. Staff are the most important resource an organisaton has and ensuring they are competent, well trained and motivated significantly improves the chances for an organisation achieving	TBA

	success. This session invites participants to share HR principles and best practices for an effective, safe and healthy organisation.	
1.30	*Guest Presentation Developing and Maximising Human Capacity*	PIDC
2.15	Afternoon break	
2.30	*Improving Workplace Health and Safety* – Ensuring immigration staff have a healthy and safe work space is of paramount importance especially given officers often work in a number of challenging environments. This session ensures participants are able to develop the necessary national policies to safeguard the wellbeing and safety of their staff and allows for their organisations to comply with any national legal frameworks that may exist in this area.	TBA
3.30	Reflections – Participants will be provided with an opportunity to discuss key learnings and further explore any contentious issues that may have been raised during the day.	
4.00	**End of Day 4**	
9.00	Recap of Day 4	Jay Caldwell, Australia Pacific Security College
Module 5		
9:30	*Unpacking Workshop Content (Leadership and Communication)* – This session provides an opportunity for participants to review and engage on key messages and lessons they had learnt from modules one and two regarding leadership and communication.	Danielle Watson, Queensland University of Technology
10.30	Morning break	
10.45	*Unpacking Workshop Content (Immigration Operations and Resource Utilisation)* – This session provides an opportunity for participants to engage and reflect on key messages and lessons they had learnt from modules three and four regarding immigration operations and resource utilisation.	Jay Caldwell, Australia Pacific Security College
12.00	Lunch	
1.00	Preparing Presentations – Participants to prepare a 5-10-minute presentation on a proposed procedural reform to immigration processes. (TBC)	

2.15	Afternoon break	
2.30	Presentations	
5.30	**End of Day 5**	

Annex 2: PPE composition supplied to Members (as of 31 March 2023)
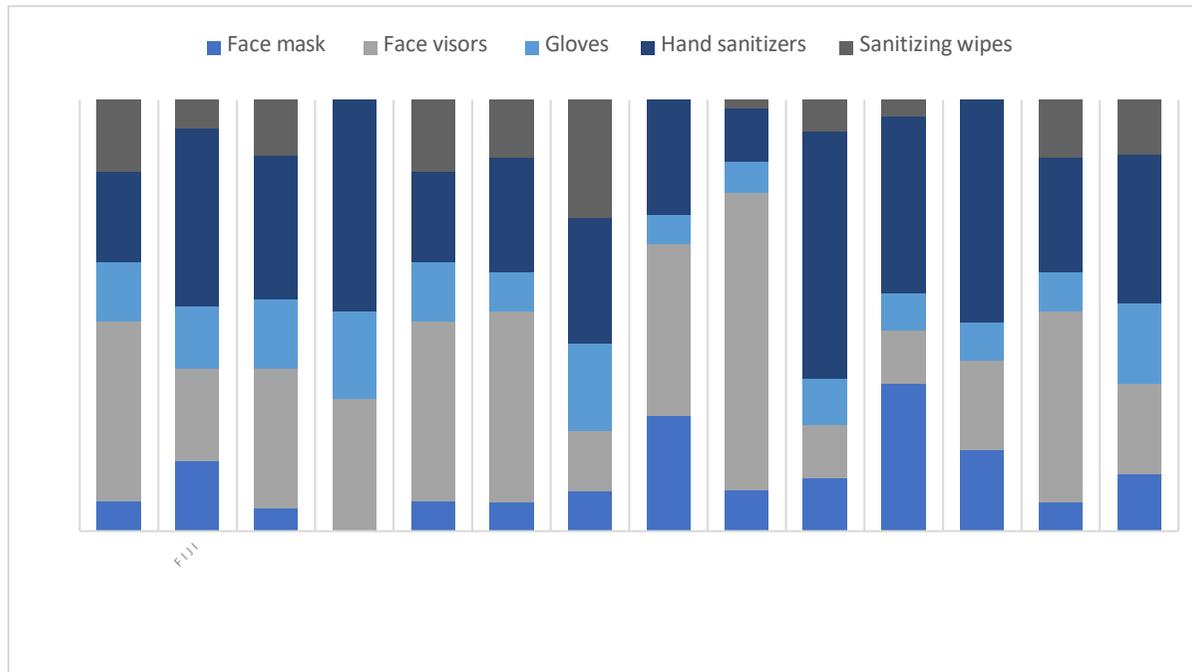
Legend: Face mask · Face visors · Gloves · Hand sanitizers · Sanitizing wipes

Annex 3: Members have all received communication packages

	Communication Package	Original Communication package composition										Comments
		Laptop	Licenses - Antivirus	Licenses - Microsoft Office	Projector	Conference Camera	UPS	Internet Plan	Licenses - Zoom	Whiteboard	TV	
1	American Samoa	✓	✓	✓	✓	✓	✓	·	✓	·	·	
2	Cook Islands	✓	·	·	·	✓	·	✓	✓	·	✓	Had existing antivirus and projector
3	FSM	✓	✓	✓	✓	✓	✓	·	✓	·	·	Confirmed not needing internet support at the time.
4	Fiji	✓	✓	✓	·	✓	✓	✓	✓	·	·	Had existing equipment
5	Kiribati	✓	·	·	✓	✓	✓	✓	✓	·	·	Confirmed having existing antivirus.
6	Marshall Islands	✓	✓	✓	✓	✓	✓	✓	✓	·	·	
7	Nauru	✓	·	·	✓	✓	✓	✓	✓	·	·	Confirmed having existing antivirus.
8	Niue	✓	✓	✓	✓	✓	✓	✓	·	·	·	
9	Palau	✓	✓	✓	✓	✓	✓	·	✓	·	·	Confirmed not needing internet support at the time.
10	Samoa	·	·	·	·	·	·	·	✓	✓	·	Opted to purchase an interactive whiteboard for the funds allocated for original communication package.
11	Solomon Islands	✓	✓	✓	✓	✓	✓	✓	✓	·	·	
12	Tokelau	✓	✓	·	✓	·	✓	·	·	·	·	Confirmed existing resources to use.
13	Tonga	✓	✓	✓	✓	·	·	✓	✓	·	·	Confirmed existing resources to use.
14	Tuvalu	✓	✓	✓	✓	✓	✓	✓	✓	·	·	
15	Vanuatu	✓	·	✓	·	✓	✓	✓	✓	·	✓	Confirmed existing resources and opted for a TV display instead of a projector.

Annex 4: Summary of COVID-19 Support Programme Spending

Summary Spending (Activities)

Communication Packages (laptops, antivirus, MS licences, projector, conf. camera, UPS, whiteboard, TV and internet plan)	28,0367.48
Personal Protection Equipment and other cleaning and hygiene products	160,992.60
Members zoom accounts	29,027.38
Other projects/resources requested	252,052.46
Total:	**722,439.92**
Percentage of total budget:	**74%**