



Pacific Immigration Directors Conference

2017 Regular Annual Meeting,

June 20 – 22, Apia, Samoa

Agenda Item: 7(b)(ii) 2017/18 Workplan and Budget

1. Recommendations

PIDC Members are invited to consider and approve the proposed Workplan and Budget for WST\$2,567,475

Purpose and Context:

1. The Workplan and Budget is prepared in accordance with the requirements of the Financial Regulations and is expressed in WST (Samoa Tala). The Secretariat proposes a balanced budget of anticipated income and expenditure of \$2,567,475.
2. The format for the 2017 - 2018 Workplan and Budget is aligned to the priorities of the PIDC Strategic Plan 2016-2018 and Result Management Suite (RMS) endorsed at the 2016 Regular Annual Meeting in Marshall Islands.

Guide to the Layout of the Work Programme and Budget:

3. The structure of the budget reflects the 4 outputs of the RMS (Output One: A centre for advice, research, information-sharing and analysis on relevant immigration issues, Output Two: A regional co-ordination point for immigration liaison, advocacy/representation and agenda-setting, Output Three: A programme of immigration capacity building, Output Four: Internal governance and running functioning organisation, including Secretariat, Board and Annual Conference that meets the needs of members), and the Operations and Secretariat cost component of the Secretariat.

Table 1 shows the overall summary of total expected income and expenditure.

Table 2 summarises the budget. Income is predicted to be \$2,567,475 in 2017 which is 15% of 2016/17 financial year. 50% of the budget is Programme budget (\$1,281,687)

Table 3 shows the budget expenditure by expenditure type.

4. The budgeted figures are classified into the following cost centres: Secretariat, Operating, Oversight and Implementation; and Programme Costs.

Summary:

Expenditures

5. The proposed 2017 expenditure of \$2,567,475 is more than the approved 2016/17 budget of \$2,211,000 reflecting an increase of 16%. Notable increases in budget expenditure in Secretariat Costs and Programme Cost of 5% and 266% respectively. Decreases in expenditure are noted in Operating Costs, Capital Expenditure and Oversight and Reporting (Meeting) of 68%, 65% and 17% respectively.

Income

6. The 2017-2018 budget comprises of donors and membership funding. Total available funding for 2017 is made up of (a) Donor funding, (b) membership contribution funding (c) Prior Years Membership Contribution and (d) Carry over Surplus- 2016/17. Total income for 2017 – 2018 is projected to be \$2,567,475. The major part (73%) of the budgeted income for the year is to be sourced from donors whilst total income sought from membership contributions including unpaid contributions and prior years' contribution and carry over surplus- 2016/17 represents 12% and 16% respectively.

7. The increase in the 2017-2018 Budget from 2016-2017 reflects the carryover of surplus from 2016/17 financial year. These surpluses occurred due to Special Drawing Rights (SDR) rate being lower than budgeted and primarily the underspent in operating costs. The inclusion of prior years' membership contribution that was omitted from the previous budget is now included and has been transferred across from Immigration New Zealand Suva Office.

Issues:

Strategy Implications

8. The 2017 – 2018 Workplan and Budget is aligned with the Strategic plan 2016 – 2018 and the Result Management Suite endorsed by members at the 2016 Regular Annual Meeting in Majuro.

Documents forming the 2017 WP&B

- A. Overall Budget Summary (Table 1)
- B. Budget Funding Less Expenditure by Programme (Table 2)
- C. Budget Funding Less Expenditure by Expenditure Type (Table 3)
- D. Work Programme and Budget Details 2017
- E. Detailed Budget Analysis
 - i) Attachments
 - a. Graph 1 – 2017 – 2018 Budget Expenditure Allocation per RMS Output
 - b. Graph 2 – 2017 – 2018 Programme Budget Expenditure Allocation per Expenditure Type
 - c. Graph 3 – 2017 – 2018 Budget Expenditure Allocation per Cost Centres

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A. PIDC Budget Summary 2017 - 2018

	2016 - 2017	2017 - 2018	% Variance
Revenue			
Australia	1,137,000	909,000	-20%
New Zealand	964,000	964,000	0%
Membership Contribution	126,000	99,000	-21%
Prior Years Membership Contribution	0	195,475	100%
Carry over Surplus	0	400,000	100%
Total Income	2,227,000	2,567,475	15%
Expenditure			
Secretariat	609,000	637,693	5%
Operating Costs	550,000	175,279	-68%
Capital Expenditure	228,000	80,000	-65%
Programme	350,000	1,281,687	266%
Oversight and Reporting (Meeting)	474,000	392,816	-17%
Total Expenditure	2,211,000	2,567,474	16%
Budget Surplus	16,000	0	-100%

Table 1: Overall Budget Summary

B. PIDC Budget Summary 2017 – 2018 by Programme

	2016 - 2017	2017 - 2018
Revenue	2,227,000	2,567,475
Total Income	2,227,000	2,567,475
Expenditure		
Secretariat	609,000.00	637,693
Operating Costs	550,000	175,279
Capital Expenditure	228,000	80,000
Programme	350,000	
Output 1		633,313
Output 2		75,553
Output 3		572,821
Oversight and Reporting (Meeting) - Output 4	474,000	392,816
Total Expenditure	2,211,000.00	2,567,475
Budget Surplus	16,000.00	0

Table 2: Budget Funding Less Expenditure by Programme

C. PIDC Budget Summary 2017 – 2018 by Expenditure Type

	2016 - 2017	2017 - 2018
Revenue		
Australia	1,137,000.00	909,000
New Zealand	964,000	964,000
Membership Contribution	126,000	99,000
Prior Years Membership Contribution	0	195,475
Carry over Surplus	0	400,000
Total Income	2,227,000.00	2,567,475
Expenditure		
Secretariat	609,000.00	637,693
Operating Costs	550,000	175,000
Capital Expenditure	228,000	80,000
Programme	350,000	
Consultancy		112,000
Publishing		21,000
Regional Workshop		842,287
Secondment		50,842
Sub Regional Workshop		135,579
RSDP Support		30,505
Travel		88,974
Oversight and Reporting (Meeting) - Output 4	474,000	392,816
Total Expenditure	2,211,000.00	2,567,475
Budget Surplus	16,000.00	0

Table 3: Budget Funding Less Expenditure by Expenditure Type

D. Result Management Suite - Output 1

		2017 - 2018		LINKS TO		2017 – 2018 Budget								
		Activity		RMS Outcomes	KAAs									
A centre for advice, research, information -sharing and analysis on relevant immigration issues	1. Review PIDC members’ immigration legislation and policies/SOPs (review of progress every three years)	1.1 Three in-country missions - review policy & legislative frameworks.	1.2 Three in-country Legislative Drafting missions.	1.3 Legislative Drafting Consultancy.	1.4 One regional workshop to develop Regional Model Standard Operating Procedures.	LT 1 and 2, ST 2	1	Sub Total – 633,313						
	2. Assist members who have had their policies and legislation/SOPs reviewed make changes to these documents to make them compliant with recommendations	1.5 & 1.6 Two consultancy to undertake research on future proof Automated Border Management Information Systems for SIS and to determine benefits and costs of transferring primary line operations from Immigration agencies to Customs in Pacific Island Jurisdictions.	1.7 Desktop research, annual People Smuggling, Human Trafficking and Irregular Migration Report.	1.8 Desktop research to explore possibility of a regional API mechanism hosted through PIDC.	1.9 & 1.13 Two Regional Workshop on Strengthening Immigration Data Collection & strengthen the capacity of Members Immigration Profiling (December 2018)	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.		1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842
	3. Identifying, researching and publishing (either presenting at conferences/fora or physical publication form) on relevant regional immigration issues and up-to-date research on immigration trends	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	
	4. Provide up-to-date research on trends in immigration including providing advice and analysis on new technologies in immigration	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	
	5. Regular intelligence reporting (products: monthly intelligence bulletin; annual People Smuggling, Human Trafficking and Illegal Migration in the Pacific report which contributes to the Pacific Islands Forum Regional Security Committee’s Transnational Organised Crime Report)	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	
	6. Facilitate cooperation between members to share knowledge and skills	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	
	7. Gain relevant immigration and administrative data from PIDC members to contribute to research, monitoring and evaluation on PIDC activities	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	
	8. Work alongside other Pacific border agencies to provide a Pacific immigration intelligence hub for Pacific immigration agencies to use	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations.	1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members.	1.12 Organise two meetings for the Information Sharing Working Group.	1.14 Establish PIDC Information and Intelligence Contact Points Network.	112,500	9,000	435,550	50,842	25,421	



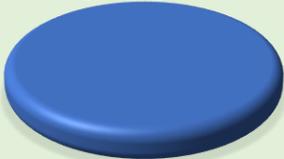
D. Result Management Suite - Output 2

		2017 - 2018 Activity	LINKS TO		2017 – 2018 Budget	
			RMS Outcomes	KA A		
A regional co-ordination point for immigration liaison, advocacy / representation and agenda-setting	1. Engagement with regional and international fora (i.e. IOM, UNODC, FRSC, Bali Process, PIFS, OCO, PICP) and any other regional/international engagement required	2.1 Engage with Regional and International partner organisations (key engagement points: funding, labour mobility, transnational crime, collaboration, joint planning, capacity building) (ongoing) 2.2 Represent PIDC interests at regional and international fora to advance PIDC objectives (key engagement points: funding, labour mobility, transnational crime, collaboration, joint planning, capacity building) (ongoing)	MT 1, ST 4	3	Sub Total – 75,553	
	2. Engagement with regional and national organisations to advocate PIDC’s new legal entity status and new direction, to raise profile in a time of growth (short-term)		LT 1 and 2, MT 1, ST 1 and 4		Publishing	Travel
	3. Articulate the value proposition of PIDC to donors. Secure multi-year funding support from New Zealand and Australian governments. Then seek to broaden the base of donor support and ensure any new funding from donors provides greatest benefit to the PIDC members.		LT 1 and 2, MT 1, ST 4		12,000	63,553
	4. Engagement on labour mobility issues (e.g. RSE, Pacer Plus, MSG free movement areas)	2.3 Support readmission of former PIDC Members. (ongoing)			<p>Publishing 16% Travel 84%</p>	
	5. Publications (products: regular newsletter, website, communications i.e. brochures)	2.4 Publishing Quarterly News Bulletins (Quarterly) 2.5 Providing media releases for all major PIDC activities. (ongoing) 2.6 Upgrade functionality of PIDC Website. (August 2017)		2		

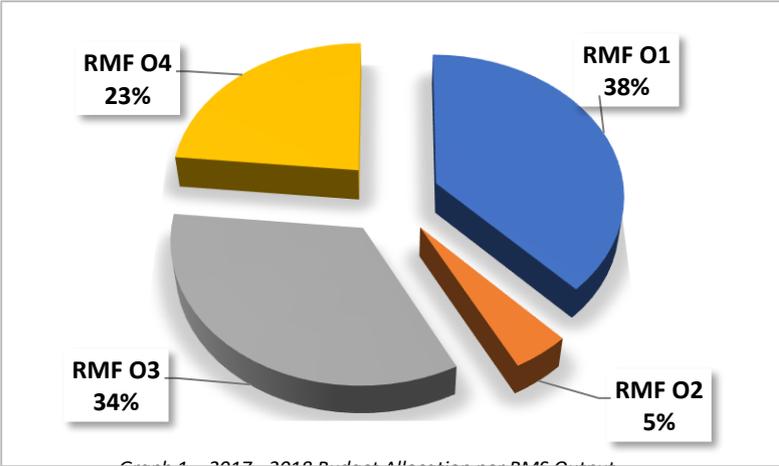
D. Result Management Suite - Output 3

		2017 - 2018 Activity	LINKS TO		2017 – 2018 Budget				
			RMS Outcomes	KAA					
A programme of immigration capacity building	1. Needs assessment (ever 2 years) of annual training needs, including consultation/input from membership	3.1 Develop Capacity Building Programme Calendar 3.2 Engage with Donors and Development Partners to map out Technical Assistance & Capacity Building activities in the region. 3.3 Develop and maintain training and experts contact directory of qualified immigration trainers that have operated in the Pacific. 3.4 Look to explore PIDC Board Human Resources Sub-Committee consider taking on board an additional activity to coordinate and prioritise capacity building activities based on Members priorities and resources being made available by stakeholders. 3.5 Support RSDP, PRIIP and other TA & CB activities (UNHCR, UNODC). 3.6 Coordinate two regional workshops on Executive Immigration Leadership and Management. 3.7 Organise Sub Regional Workshop to develop regional model training curriculum and training manuals. 3.8 Provide support to 3 Members to develop national training curriculums and adapt the training modules. 3.9 Organise/ support up to 3 regional secondments between Members. (ongoing)			Sub Total – 572,821				
	2. Training in required immigration fields is provided to members		LT1, LT2, MT1, MT2, ST1, ST4	4	Sub Regional Workshop	Secondment	RSDP	Regional Workshop	
	3. Identify and facilitate expertise from advanced immigration agencies to assist PIDC members		4	84,737	50,842	30,505	406,737	<p>Sub Regional Workshop 15% RSDP 5% Secondment 9% Regional Workshop 71%</p>	
	4. Link with other regional organisations to ensure that a core skills curriculum on immigration matters is an available resource and has been adapted to Pacific use		4						
	5. Facilitate ‘train the trainer’ trainings and support for countries willing to undertake own training programmes		4						
	6. Link with regional programmes to provide follow ups and developing structures within immigration agencies based on learnings from trainings (i.e. intelligence structures)		4						
	7. Facilitate secondments between immigration agencies, Secretariat, and regional/international organisations (operational costs borne by partners to the secondment unless other arrangements are made by Board)		4						

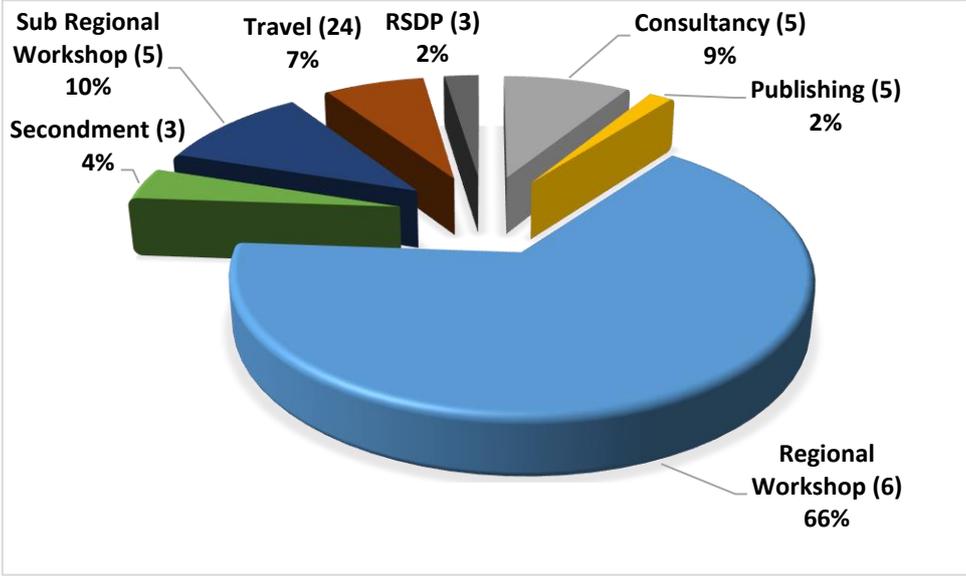
D. Result Management Suite - Output 4

		2017 - 2018 Activity	LINKS TO		2017 – 2018 Budget
			RMS Outcomes	KAAs	
Internal governance and running functioning organisation, including Secretariat, Board and Annual Conference that meets the needs of members	1. Employ required staff and manage office to the standard required to undertake objectives of PIDC	4.1 Recruit Research Assistant and Finance Clerk. 4.2 Hold capacity development activities for Staff.	To all outcomes directly and indirectly	5	Sub Total – 392,816
	2. Ensure governance processes are compliant, implemented and transparent through annual audits	4.3 Run Internal Control Check List 4.4 Support External Auditor 4.5 Support 3 Board Meetings	To all outcomes directly and indirectly	5	Oversight and Reporting
	3. Board Meetings to ensure governance, accountability, and strategic direction	4.6 Support 2 Board Workshops 4.7 Support 9 Sub Committee Meetings	To all outcomes directly and indirectly	5	392,816
	4. Annual Conference to share information on best practice and developments in border management; networking between immigration agencies and regional organisations for collaboration; understand global trends in migration and trends identified in the Pacific; and discuss challenges/risks identified by PIDC members.	4.8 Support RAM 2018	To all outcomes directly and indirectly	5	<p align="center">Oversight and Reporting 100%</p> 

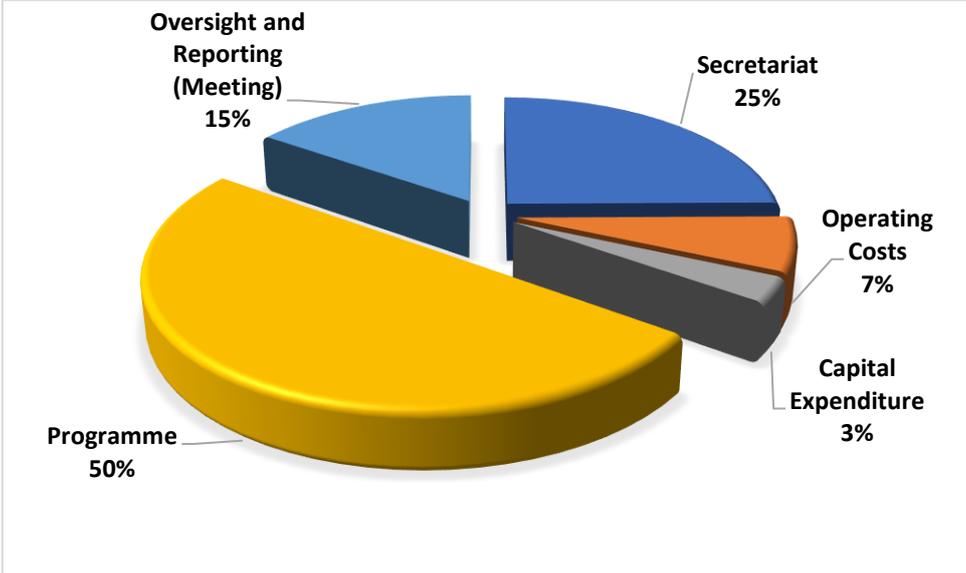
E. Detailed Budget Expenditure Analysis



Graph 1 – 2017 – 2018 Budget Allocation per RMS Output



Graph 2 – 2017 – 2018 Programme Budget Expenditure Allocation per Expenditure Type



Graph 3 – 2017 – 2018 Budget Expenditure Allocation per Cost Centres