

Pacific Immigration Directors' Conference

Annual Work Plan 2017/ 2018

1.0 Introduction

The Annual Work Plan for 2017/18 has been developed to consolidate the gains made by the organisation over the past twelve months in being able to establish itself as a legal entity to improve its services to Members.

PIDC AWP 2017/18 is based on implementing the Strategic Plan 2016 – 2018 (the Strategic Plan) as well as the Results Management Suite (RMS) endorsed by Members at the 2016 Regular Annual Meeting.

The work plan is based broadly on four key themes that look to consolidate and advance the significant work undertaken to establish the Secretariat in Apia and develop a new governance and regulatory framework over such a short timeframe.

Three key drivers for the work plan activities are (a) the Information Sharing Working Group¹ (ISWG) Recommendations that are discussed under Agenda Item 8; (b) the Training Needs Analysis (TNA) discussed under Agenda Item 9; and (c) the Legislative Review Project discussed under Agenda Item 10. An additional driver that the Secretariat is currently reviewing for possible work implications is the recently concluded PACER Plus which has provisions on the temporary movement of natural persons and labour mobility.

1.1 Work Plan Themes

The Work Plan 2017/ 18:

- looks to develop a number of regional resources to provide regional standards and best practices for Members to consider adapting where appropriate;
- looks to fund several activities to implement a number of recommendations made by the ISWG;
 - Members in response to a questionnaire disseminated by the Working Group had identified and ranked in order of precedence key areas where they required assistance being:
 - a. development of policies, SOPs and Guidelines to support information and intelligence collection, analysis and sharing;
 - b. development of legislation to support information and intelligence collection, analysis and sharing;
 - c. development of capacity building activities/ training manuals in beginner and advanced information and intelligence management and targeting;

¹ The ISWG was established as a result of the 2016 Regular Annual Meeting in Majuro, Republic of the Marshall Islands.

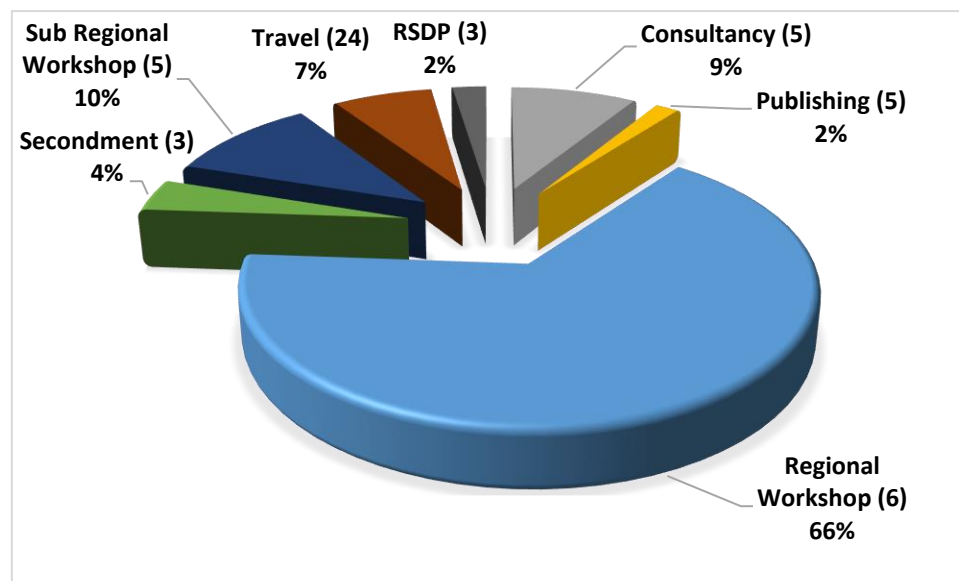
- d. development of systems to support information and intelligence collection, analysis and sharing; and
 - e. development of model intelligence products/ templates and guides on their use.
- prioritises capacity building and the need to strengthen the capacity of not only our officers but also our institutions;
 - looks to enhance engagement between Members and with partner organisations to maximise the value of the organisation and maximise the sharing and use of scarce resources we have available.

1.2 The Work Plan Structure

PIDC AWP 2017/18 is based on the implementation of the four outputs contained in the RMS which have been aligned with the Strategic Plan.

Each output has a number of key areas or work that are addressed through activities contained in the Work Plan. Further details are provided on the significant activities that the Secretariat will be undertaking as part of AWP 2017/ 18.

1.3 The Work Plan Summary



Graph 1 – 2017 – 2018 Programme Budget Expenditure Allocation per Expenditure Type

Output One: A centre for advice, research, information-sharing and analysis on relevant immigration issues

Key Work Areas	Expected Outcomes and objectives	Activities	Comments
1. Policy and legislative development support to Members	<p>All Members where appropriate to have developed modern and streamlined national policies and legal frameworks that are aligned to international standards and best practices to support Members execute their core business.</p> <p>Under this output, the Policy and legislative development support objective is to:</p> <ol style="list-style-type: none"> 1. Review all PIDC members' immigration legislation and policies/SOPs (review of progress every three years) to identify gaps with modern processes and international standards and best practices; and 2. Assist members who have had their policies and legislation/SOPs reviewed to 	<ol style="list-style-type: none"> 1.1 Three in-country missions to review policy and legislative frameworks. (TBC) 1.2 Three in-country Legislative Drafting missions. (TBC) 1.3 One Legislative Drafting Consultancy. (TBC) 1.4 One regional workshop to develop Regional Model Standard Operating Procedures. (October 2017) 	<p>Review of national policies and legal frameworks</p> <p>The Secretariat will support three Members to undertake reviews of national policy and legal frameworks using the PIDC Model Policy and Legislative Framework as a resource. Each review will provide a confidential report to the PIDC Member and a set of drafting instructions to guide possible legislative amendments. The reviews by the Secretariat and external parties will allow for effective and forthright stakeholder engagement.</p> <p>It is planned that reviews be undertaken where appropriate for 14 Members over the next four years.</p> <p>Legislative Drafting</p> <p>The Secretariat will support up to three in-country legislative drafting missions. New Zealand has offered to provide legislative drafting support through its Parliamentary Counsel and the Secretariat will look to provide funding to support up to two weeks of in-country consultations and engagement.</p> <p>As the New Zealand has advised that the Parliamentary Counsel is not in a position to provide legislative drafting support to PIDC Members with Federal systems, the Secretariat proposes that</p>

	implement amendments/ reforms to make them compliant with recommendations.		<p>support be provided through partner agencies such as the Pacific Islands Forum Secretariat (PIFS) or Pacific Islands Law Officers' Network (PILON). If these organisations are not in a position to assist, the Secretariat has budgeted for the recruitment of a short term legislative drafting consultant to undertake one mission for under AWP 2017/ 18.</p> <p><i>Regional Workshop to Develop Model Immigration Standard Operating Procedures</i></p> <p>The Secretariat will organise with Members' support a regional workshop to develop Model Standard Operating Procedures in 5 to 6 key areas for Members to adapt as appropriate. Additional assistance will be provided to support adaptation of Model SoP for Members where appropriate. Participants will look adapt and introduce selected SoPs as part of the workshop activities.</p>
2. Migration related research to support implementation of PIDC objectives;	<p>PIDC to become a provider of high quality, unique and relevant research to support Members in undertaking core business.</p> <p>Under this output, the Legislative Drafting objective is to:</p> <p>1. Identify, research and publish (either presenting at conferences/fora or physical publication form) on relevant</p>	<p>1.5 One consultancy to undertake research on future proof Automated Border Management Information Systems for SIS. (August 2017)</p> <p>1.6 One consultancy to determine benefits and costs of</p>	<p>Key activities include undertaking formal research in a number of key immigration areas to support PIDC Members and regional migration related work. Specific research activities include:</p> <ul style="list-style-type: none"> a) the annual People Smuggling, Human Trafficking and Irregular Migration Report; b) Automated Border Management Systems for Small Island Countries including the possibility for a regional MIDAS type system for SIS; c) Support for Forum Labour Mobility Initiatives. <p>The Secretariat will also look to undertake a number of desktop research and engagement activities including to:</p>

	<p>regional immigration issues and provide up-to-date research on immigration trends; and</p> <p>2. Provide up-to-date research on trends in immigration including providing advice and analysis on new technologies in immigration</p>	<p>transferring primary line operations from Immigration agencies to Customs in Pacific Island Jurisdictions. (January 2018)</p> <p>1.7 Desktop research the annual People Smuggling, Human Trafficking and Irregular Migration Report. (February 2018)</p> <p>1.8 Desktop research to explore possibility of a regional API mechanism hosted through PIDC to reduce costs. (August 2018)</p>	<p>a) explore possibility of a regional API mechanism hosted through PIDC to reduce costs;</p> <p>b) Regional PIDC Intelligence Products strengthened and new products introduced.</p> <p>This research has been identified as a priority for most Members and will support decision making at the national level going forward.</p>
3. Support for data collection	All Members are able to manage the secure collection and storage of data in an appropriate manner that can be readily analysed and shared.	1.9 Regional Workshop on Strengthening Immigration Data	<p>Regional workshop on Immigration Data Collection</p> <p>For the 2017/ 2018 Annual Work Plan, key activities include the hosting of a regional workshop to strengthen the capacity of Members to collect immigration data using simple Microsoft Excel and manual databases. It is envisaged that participants</p>

		Collection (December 2018)	will commit to setting up simple databases upon their return to their organisations especially in key areas of interest such as criminal deportees, outlaw motorcycle gangs, foreign fighters and cruise liners and pleasure craft.
4. Development and sharing of information and intelligence products to support Members immigration activities	All Members are able to efficiently and effectively share information and intelligence to support national immigration activities.	<p>1.10 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations. (monthly)</p> <p>1.11 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members. (monthly)</p> <p>1.12 Organise two meetings for the Information Sharing Working Group (September 2017, March 2018)</p> <p>1.13 One regional workshop to</p>	<p>Holding two Sub Regional Workshops for the Information Sharing Working Group</p> <p>The ISWG have recommended a number of activities to be undertaken by Members and the Secretariat some of which include developing an immigration information and intelligence manual, strengthening national data collection processes, establishing a regional multi-lateral MoU as a legal basis for sharing information and enhancing multi-agency information sharing approaches. With the establishment of a PIDC Programme and framework for strengthening information and intelligence management the ISWG will look to advance a number of the key recommendations and is scheduled to meet twice to coordinate and review activities.</p> <p>Regional workshop to strengthen the profiling capacity of Members Profiling</p> <p>One of the key recommendations made by the ISWG is to have Members develop where appropriate profiling capacity to better target threats using national resources available. The proposed regional workshop will teach participants how to establish a profiling function within their administrations and provide templates and processes for them to tweak.</p>

		<p>strengthen the capacity of Members Immigration Profiling. (April 2018)</p> <p>1.14 Establish PIDC Information and Intelligence Contact Points Network. (October 2017)</p>	<p>Establishment of PIDC Information and Intelligence Contact Points Network</p> <p>To facilitate the secure sharing of information between Members the ISWG recommended the establishment of a PIDC Information and Intelligence Regional Contact Point Network.</p>
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Output Two: A regional co-ordination point for immigration liaison, advocacy/ representation and agenda-setting

Key Work Areas	Expected Outcomes and objectives	Activities	Comments
<p>1. Engagement with regional and international partner organisations</p> <p>2. Confidence building with stakeholder and potential funding agencies</p> <p>3. Increased engagement in labour mobility issues</p>	<p>The desired outcome is for PIDC to remain the focal point for Pacific immigration agencies providing support to the wider stakeholder community and also developing strategic direction for Members and communicating key messages to stakeholders.</p> <p>RMS Objectives</p> <p>1. Engagement with regional and international fora (i.e. IOM, UNODC, FRSC, Bali Process, PIFS, OCO, PICP) and any other regional/international engagement required</p> <p>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)</p>	<p>2.1 Engage with Regional and International partner organisations (key engagement points: funding, labour mobility, transnational crime, collaboration, joint planning, capacity building) (ongoing)</p> <p>2.2 Represent PIDC interests at regional and international fora to advance PIDC objectives (key engagement points: funding, labour mobility, transnational crime, collaboration, joint</p>	<p>Strengthening PIDC advocacy with Members and partner organisations</p> <p>- The Secretariat will look to strengthen linkages with regional or international organizations and establish partnerships with regional/international stakeholder contacts on immigration related issues through continued engagement and support as well as joint planning sessions where possible.</p> <p>The Secretariat will ensure PIDC interests are represented and advocated for at fora directly linked to the activities and objectives of PIDC such as OCO, PICP, UNODC, UNHCR, IOM, Bali Process, FFA and PIFS. Key issues to be raised through this engagement include:</p> <ul style="list-style-type: none"> - highlighting partnerships and exploring opportunities for collaboration with regional and national organisations given PIDC's new legal entity status and direction to raise profile; - exploring funding opportunities with potential donors and development partners that can provide resources to support implementation of PIDC objectives; - labour mobility as an integral means for economic growth for PICTs

	<p>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.</p> <p>4. Engagement on labour mobility issues (e.g. RSE, Pacer Plus, MSG free movement areas)</p>	<p>planning, capacity building) (ongoing)</p> <p>2.3 Support readmission of former PIDC Members. (ongoing)</p>	<p>3. The Secretariat will look to support Members by facilitating the provision of technical advice on immigration issues (associated with Output One) ensuring that: (a) PIDC Secretariat remains primary resource for Members seeking support on immigration issues; (b) regional immigration information is managed and stored and an experts contact directory is developed and updated regularly; and (c) supporting the readmission of suspended PIDC Members.</p> <p>4. The Secretariat will look to expand sustainable resource support available to PIDC by building the confidence of stakeholders and potential funding agencies in PIDC as an effective platform for strengthening PICT border security and growing economic prosperity through labour mobility.</p>
4. Communication and development of publications to share information with stakeholders	5. Publications (products: regular newsletter, website, communications i.e. brochures)	<p>2.4 Publishing Quarterly News Bulletins (Quarterly)</p> <p>2.5 Providing media releases for all major PIDC activities. (ongoing)</p> <p>2.6 Upgrade functionality of PIDC Website. (August 2017)</p>	<p>Communicating effectively with all stakeholders to advance PIDC objectives</p> <p>1. The Secretariat will produce regular publications and media releases to facilitate communication of key PIDC messages to stakeholders and public. (products include: regular newsletters, website news articles, communications, and brochures) and ensure reports are provided to PIDC Board and Members on a regular basis as required.</p>

Output Three: A programme of immigration capacity building

Key Work Area	Expected Outcomes and objectives	Activities	Comments
<p>1. Identifying immigration skill gaps to support the development of priority training programmes by PIDC, donors and partner organisations</p> <p>2. Providing regional training and capacity building resources for Members to adapt and supporting their adaption at the national level</p>	<p>The desired outcome of this output is to ensure that PIDC Members have access to sustainable training and capacity building sources to develop highly trained and motivated officers. Integral to this is supporting Members to develop the capacity to provide in-country basic immigration skills training to its officers while at the same time having access to more advanced immigration skills training (intelligence, document examination, investigations, leadership) on a periodic basis.</p> <p>The Secretariat has completed a Training Needs Analysis through a desktop study of questionnaire responses from Members in 2017 and has developed recommendations that guide</p>	<p>3.1 Develop Capacity Building Programme Calendar (July 2017)</p> <p>3.2 Engage with Donors and Development Partners to map out Technical Assistance & Capacity Building activities in the region. (ongoing)</p> <p>3.3 Develop and maintain training and experts contact directory of qualified immigration trainers that have operated in the Pacific. (ongoing)</p>	<p>Enhancing Coordination</p> <p>The Secretariat will:</p> <ol style="list-style-type: none"> 1. look to develop a comprehensive Capacity Building Programme with an events calendar to coordinate activities for all stakeholders. This activity is essential in ensuring resources are maximised and to avoid possible duplication of activities; 2. maintain a training and experts contact directory of qualified immigration trainers that have operated in the Pacific; and 3. propose that the 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. It is envisaged that the Sub-Committee would determine the needs of Members and explore possible service providers to provide the requested trainings. <p>Developing Regional Resources and organising training activities</p>

<p>Coordinating the provision of basic and advanced immigration training activities to PIDC Members ensuring a measurable impact.</p>	<p>proposed activities in this section of the work plan.</p> <p>The RMS Output Objectives are:</p> <ol style="list-style-type: none"> 1. Needs assessment (ever 2 years) of annual training needs, including consultation/input from membership 2. Training in required immigration fields is provided to members 3. Identify and facilitate expertise from advanced immigration agencies to assist PIDC members 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. 5. Facilitate 'train the trainer' trainings and support for countries willing to undertake own training programmes. 	<p>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. (September 2017)</p> <p>3.5 Support RSDP, PRIIP and other TA & CB activities (UNHCR, UNODC). (ongoing)</p> <p>3.6 Coordinate two regional workshops on Executive Immigration Leadership and Management. (January and February 2018)</p>	<p>- Regional Executive Management and Leadership Skills Programme PIDC looks to develop a core group of skilled immigration leaders to strengthen the strategic development of the organisation and its Members. Building upon the initial PIDC Executive Management and Leadership Programme organised in May 2017, the Secretariat looks to coordinate a two-week workshop for emerging leaders to provide them with basic management skills and leadership tools necessary for leading modern immigration organisations.</p> <p>- Sub Regional Workshop - Develop regional model training curriculum and training manuals Project Building upon work previously undertaken by PIDC, the Secretariat will organise a sub-regional workshop inviting Members with formal national immigration Training Programmes and partner organisations to assist in developing a formal regional Model Immigration Training Curriculum and coordinate the development of associated training modules.</p> <p>- National Support to adapt regional model training curriculum and training manuals (3 Country Pilot project) The Secretariat will look to work with three pilot Member Countries to adapt the training curriculum and basic training modules. The three Members will be identified at the Regular Annual Meeting in 2017. Based on lessons learnt from the pilot countries, support will be provided to all Members in phased approach over the next three to four years.</p>
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	<p>6. Link with regional programmes to provide follow ups and developing structures within immigration agencies based on learnings from trainings (i.e. intelligence structures).</p> <p>7. Facilitate secondments between immigration agencies, Secretariat, and regional/international organisations</p>	<p>3.7 Organise Sub Regional Workshop to develop regional model training curriculum and training manuals. (July 2017)</p> <p>3.8 Provide support to 3 Members to develop national training curriculums and adapt the training modules. (Second half of financial year)</p> <p>3.9 Organise/ support up to 3 regional secondments between Members. (ongoing)</p>	<p>Donor and Partner support and engagement</p> <p>A key activity for the Secretariat will be working with donors and capacity building service providers to identify activities to support Members. The Secretariat will continue to support INZ PRIIP (intelligence) and DIBP RSDP (Document Examination Principal Application, Facial Image Comparison Principal Application, intelligence, vessel search, investigations) as key providers of advanced immigration training to Members as well as UNODC, PIFS and UNHCR. The Secretariat will look to enhance PIDC relationships with the Bali Process and</p> <p>National and Regional Secondments</p> <p>The Secretariat will look to support national attachments and secondments of up to two weeks for PIDC officers tied to specific reform projects. Members will be asked to volunteer to act as hosts and to nominate specific officers to attend these secondments. Members will also be required to specify specific reforms to be undertaken for the Secretariat to monitor.</p> <p>In addition, where appropriate, the Secretariat under the secondment programme proposes that Members can seek for experts to be attached to their organisations for a period of up to two weeks to undertake specific projects. Once the Secretariat receives a request it can seek appropriately skilled technical staff to assist. Operational costs are to borne by partners to the secondment unless other arrangements are made by Board.</p>
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Output Four: Internal governance and running functioning organisation, including Secretariat, Board and Annual Conference that meets the needs of members

Key Work Areas	Expected Outcomes and objectives	Activities	Comments
<p>1. Staff recruited to manage office to the standard required to undertake objectives of PIDC engagement with regional and international partner organisations</p> <p>2. Governance processes are maintained and implemented transparently through annual audits;</p> <p>3. Board meetings are</p>	<p>The desired outcome for this output is for PIDC to be managed with effective oversight in a manner that is compliant with its robust governance processes to ensure the confidence of Members, donors and stakeholders.</p> <p>The RMS objectives for this output are:</p> <ol style="list-style-type: none"> 1. Employ required staff and manage office to the standard required to undertake objectives of PIDC 2. Ensure governance processes are compliant, implemented and transparent through annual audits 3. Board Meetings to ensure governance, accountability, and strategic direction 	<p>4.1 Recruit Research Assistant and Finance Clerk. (July 2017)</p> <p>4.2 Hold capacity development activities for Staff. (ongoing)</p> <p>4.3 Run Internal Control Check List (Quarterly)</p> <p>4.4 Support External Auditor (ongoing)</p> <p>4.5 Support 3 Board Meetings (ongoing)</p> <p>4.6 Support 2 Board Workshops (TBC)</p>	<p>Recruitment and staff capacity development</p> <p>The Secretariat will look to recruit two local support staff to assist in the delivery of services to Members. The Research Assistant will support the technical staff in collecting data and undertaking research to support PIDC activities. The Finance Clerk will support the Office Manager and Head of Secretariat in processing local transactions and organising travel and logistics for PIDC activities.</p> <p>Internal Governance</p> <p>As part of internal governance processes the Secretariat will run a number of activities. These include running the PIDC Secretariat internal control check list on a quarterly basis, supporting the activities of the external auditor, and ensuring staff performance and evaluation activities are undertaken effectively.</p> <p>Monitoring and Oversight support</p> <p>To ensure effective oversight of PIDC activities and provide clear and optimal strategic direction for the organisation, the Secretariat will provide technical and (technical, governance and financial reports and research) and logistical support to Members by coordinating three Board Meetings, one Board</p>

<p>held to ensure governance, accountability, and strategic direction</p> <p>4. Annual PIDC meeting held to monitor activities, identify emerging priorities and develop common responses.</p>	<p>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.</p>	<p>4.7 Support 9 Sub Committee Meetings (ongoing)</p> <p>4.8 Support RAM 2018 (June 2018)</p>	<p>Meeting Workshop, nine 9 Sub Committee Meetings and the Regular Annual Meeting for 2018.</p> <p>Strategic Planning</p> <p>The Secretariat plans to launch the new strategic plan building upon the current Strategic Plan 2016 – 2018 which expires next year. Planning activities will be undertaken through the Board and the 2018 Regular Annual Meeting.</p>
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