



Pacific Immigration Development Community

Annual Work Plan and Budget 2018/2019 Summary

Summary

- a) The proposed Annual Work Plan and Budget (AWPB) activities are based on existing work priorities listed in the strategic work plans, carried over from the 2017 Regular Annual Meeting, or as advised by the individual PIDC Members with whom the Secretariat consulted;
- b) The AWPB builds upon PIDC work undertaken previously to develop a toolbox of regional agreed best practices (PIDC Regional Modernisation Toolbox) and now focuses primarily on providing in-country technical assistance in several key priority areas to support real change at the national level to strengthen Members' capacity to secure their borders and facilitate passenger arrivals to advance economic development;
- c) The main focus will be on supporting Members to modernise their policies and legal frameworks, and develop technical capabilities to collect and analyse immigration data, profile passenger threats, train staff and expert trainers, develop strategic organisational plans, and establish a regional coordinated approach to combat Human Trafficking and People Smuggling; and
- d) The organisation is currently in a stable financial position with potential multi-year funding agreements being discussed based upon the finalising of PIDC priorities in the Strategic Plan 2019 – 2021. The forecasted 2018/19 budget income is WST 2,163,153 with primary cost driver expenditure levels being 62% Programme expenditure and 38% Operations and Secretariat expenditure.

Introduction

The Annual Work Plan and Budget (AWPB) for 2018/19 has been developed to: (a) support the completion of the PIDC Strategic Plan 2016 – 2018 and the implementation of the Results Management Suite (RMS); (b) continue and consolidate the significant gains made during the 2017/18 Financial Year; and (c) begin implementation of the Strategic Plan 2019 – 2021 which is aligned to PIDC's Long Term Strategic Objectives.

Operational Environment

2. In the 2017/18 Financial Year, PIDC focused on three areas to:
 - a) strengthen its capacity to support Members by developing regional modernisation toolbox¹ of regional standards, best practices and resources in key immigration areas

¹ Current regional resources developed or being finalised include; Model Policy and Legislative Framework, Model Standard Operating Procedures, Model Training Curriculum, and Model Information Security Classification System.

that could be adapted as appropriate to assist Members in modernising and strengthening their structures and processes;

- b) prioritise strengthening PIDC information sharing processes by building Members' capacity to collect, analyse, share and use information to enhance border security measures; and
- c) support real targeted immigration reforms at the national level through the commencement of in-country technical assistance missions to PIDC Members.

3. More specifically, to build upon activities undertaken in the 2016/17 Financial Year such as acquiring legal entity status, the construction of its headquarters, the update of the PIDC Model Policy and Legislative Framework, and the completion of a training needs analysis to determine priority skill gaps and training priorities as identified by Members, PIDC in 2017/18:

- a) updated its strategic framework by finalising Long Term Strategic Objectives and a draft Strategic Implementation Plan 2019-2021;
- b) began providing in-country technical assistance (three in-country national missions) to review policy and legislation gaps and develop drafting instructions to guide legislative modernisation reform;
- c) continued to produce regional resources to support Members seeking to develop:
 - (i) Standard Operating Procedures and guidelines aligned to international standards and best practices for:
 - issuing of passports and visas;
 - passenger processing at airports;
 - passenger processing at seaports;
 - immigration investigations and deportations;
 - managing cruise liners, criminal deportees and outlaw motorcycle gangs;
 - managing foreign labour processing;
 - profiling; and
 - collection of agreed PIDC priority data.
 - (ii) national training curriculum with:
 - training modules for induction and basic level training;
 - intermediate and advanced training pathways based on domestic priorities; and
 - identified national experts to support domestic and regional training activities.
- d) developed research and recommendations to guide the development of future PIDC interventions in national and regional labour mobility activities;
- e) developed a legal basis and agreed process for the sharing of immigration information amongst the PIDC Membership through a regional Memorandum of Arrangement;
- f) formalised the PIDC Information and Intelligence Network and established the supporting Accredited Contact Points Network to facilitate information sharing;
- g) developed for most PIDC Members core groups of networked officers with key technical skills in: strategic leadership, data collection, labour mobility, SOPs, profiling, vessel search, and investigations;
- h) identified Members' specific national development priorities to support the development of the AWPB; and
- i) greatly enhanced the law enforcement capacity of Members by strengthening national data collection, strengthening national profiling skills, and establishing an

informal network of profile trained immigration officers sharing information to strengthen border security.

Work Plan Priorities

4. For the 2018/19 Financial Year, PIDC looks to build upon the significant work undertaken and relationships established through the 2017/18 Work Plan. With the development of several regional resources in the PIDC Regional Immigration Modernisation Toolbox to provide agreed best practices and promote harmonised and streamlined approaches, PIDC must now look to use these tools to support real change for Members at the national level. Strategic domestic reforms need to be undertaken by PIDC Members to increase efficiency, reduce costs and time, strengthen compliance and build capacity to undertake national work plans. More specifically, the PIDC Annual Work Plan priorities include:

- a) **strengthening the PIDC Information and Intelligence Network** by:
 - (i) supporting Members to sign and implement the **regional Memorandum of Arrangement** to legally share immigration related information; and
 - (ii) operationalising the **Accredited Contact Points Network** and the proposed **PIDC Regional Profiling Group** to enhance Members' capacity to combat border threats.
- b) **strengthening national training capabilities** within the Membership through:
 - (i) pilot projects to **develop curriculum and training modules**;
 - (ii) establishing **accredited academic immigration training streams**; and
 - (iii) supporting **regional training activities**.
- c) **advancing national and regional labour mobility** efforts through implementation of recommendations developed by the Labour Mobility Consultancy and regional workshop;
- d) **supporting immigration modernisation** by providing **in-country technical assistance** to strengthen Members' capability in areas such as: ***data collection, passenger profiling, and executive leadership***;
- e) continuing support to strengthen and modernise immigration policy and legislative frameworks as well as **Standard Operating Procedures**; and
- f) developing a **PIDC framework to combat Human Trafficking and People Smuggling** in the region.

Implementation

5. With the continued development of the PIDC Regional Immigration Modernisation Toolbox, it is envisaged that Members with the requisite capacity and resources will work towards adapting the model standards, best practices, SOPs, and guidelines where appropriate; while those requiring support will engage with the Secretariat and fellow PIDC Members for the provision of assistance.

6. Delivery of the 2018/2019 AWPB programme activities will be primarily through in-country technical assistance missions with targeted national projects to implement specific sustainable reforms with agreed outcomes and outputs prioritised by recipient Members.

7. These national projects will: (a) use lessons learnt from the country missions undertaken in the 2017/18 Financial Year and capacity built from regional PIDC workshops, seminars, and trainings² (including through Department of Home Affairs International Border Cooperation Programme (IBCP) and Ministry of Business, Innovation and Enterprise Pacific Regional Immigration Intelligence Programme (PRIIP)); and (b) complement and in some instances be advanced by capacity building activities provided by partner organisations, such as; UNODC and UNHCR, as well as Member programmes such as IBCP and PRIIP.

8. The main challenge for implementing the proposed activities of the AWPB is identifying officers with the necessary expertise to provide the technical support. The main source for these technical experts is either from (a) Members; (b) partner organisations; (c) consultancies; or (d) the Secretariat.

9. The Secretariat proposes that PIDC develops a ‘centres of excellence’ approach to boost the number of subject matter experts available to Members. This will require:

- a) the development of technical experts and networked expert groups in priority immigration areas; and
- b) identifying possible providers of advanced training to be undertaken by partner organisations, through Member secondments, and possible Secretariat or Member organised trainings.

10. The organisation continues to engage with potential development partners and partner organisations to explore new possible sources of revenue and identify areas of training³ to maximise existing resources.

Work Plan Structure

11. The PIDC AWPB 2018/19 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 of work that are addressed through activities contained in the Work Plan. The AWPB is structured around the implementation of key deliverables for the RMS’s Four Outputs listed in the table below and the Secretariat’s operational costs.

| Results Management Outputs | |
|----------------------------|---|
| 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 the Secretariat, Board and Annual Conference that meets the needs of Members. |

² Since 2016, PIDC has hosted regional workshops on capacity building and training curriculums, advanced executive leadership, data collection, labour mobility, standard operating procedures, and passenger profiling.

³ In 2017/18 the PIDC, strengthened a number of partnerships with: (a) ACP – EU Migration Action to advance work on trafficking in persons; (b) PIFS to advance work on labour mobility and law enforcement; (c) UNHCR to continue training of PIDC Members on international law on asylum seeker; (d) Bali Process RSO to support development of PIDC Model Curriculum; (e) OCO and PICP to enhance cooperation on border activities; and (f) USP to explore accredited training for immigration officers.

Work Plan Delivery

12. The AWPB 2018/19 will be implemented through several modes of delivery including:
- (a) one regional workshop designed to develop regional resources for national adaptation as appropriate or to support targeted individual national reform projects agreed to in advance with Participants and their administrations and reported through the Board and Regular Annual Meeting;
 - (b) in-country technical assistance missions with specific outcomes and outputs to be developed as deliverables (for example: legislative drafting instructions, development of training curriculums, development of SOPs, and profiling capacity);
 - (c) undertaking of research to develop knowledge products and recommendations on pressing shared immigration issues coordinated by the Secretariat; and
 - (d) facilitation of knowledge sharing through Secondments between PIDC Members as well as the Secretariat.

Budget

Financial Position




13. The organisation is currently in a stable financial position with:
- a) funding secured from Australia for 2018/ 2019 year bringing to a conclusion a three-year multi-funding agreement;
 - b) discussions currently under way with New Zealand MFAT for multi-year funding based on the finalisation of the new PIDC Strategic Plan;
 - c) New Zealand MBIE funding for the 2018/ 19 financial year in the process of being discussed; and
 - d) in kind support for the Secretariat secured for the 2018/ 19 financial year from the Government of Samoa for the rent of the current Secretariat offices.


Budget Summary

14. 2018/ 19 financial year will have a break-even budget where total income received will be equivalent to total expenditure. It is not anticipated to have any carry over at the end of the 2018/19 financial year. Total budget income and expenditure is WST 2,163,153.

Income

15. The General and Member Contribution Funds represents the total budget income contribution of WST 2,163,153 for the 2018/ 19 financial year. The total budget income represents:
- a. Principal Donor contribution of 88% (1,912,400);
 - b. Deferred Income of 7% (150,000); and
 - c. Members Contribution of 5% (100,753).




| 2018/19 Budget Income Summary | | | | | | | |
|-------------------------------|--|---------|-------------|---------|-----------|--|--------------|
| A. Budget Income | | | | | | Movement Compared against 2017/18 Budget | |
| i. | General Fund | 2018/19 | % of Budget | 2017/18 | 2016/17 | | |
| 1. | Australia - Department of Home Affairs | 909,000 | 42% | 909,000 | 1,137,000 | 0% | No change |
| 2. | New Zealand - MFAT | 692,000 | 32% | 728,000 | 637,000 |  -5% | 5% decrease |
| 3. | New Zealand - MBIE | 311,400 | 14% | 327,000 | 327,000 |  -5% | 5% decrease |
| 4. | Deferred Income | 150,000 | 7% | 308,235 | - |  -51% | 51% decrease |

| ii. Members Contribution Fund | | | | | | | |
|-------------------------------|------------------------------------|------------------|-------------|------------------|------------------|---|---------------|
| 5. | Members | 100,753 | 5% | 100,753 | 99,000 | 0% | No change |
| 6. | Prior Year Membership Contribution | - | 0% | 169,872 | - |  -100% | 100% decrease |
| Total Budget Income | | 2,163,153 | 100% | 2,542,860 | 2,200,000 | | |

Expenditure

16. Expenditure for the organisation is spent across three broad categories which accumulates to total expenditure of WST 2,163,153 and is represented as follows:

1. Operational and Secretariat Expenditure – 38% (812,427);
2. Capital Expenditure – 0%; and
3. Programme Expenditure – 62% (1,350,726).

| 2018/19 Budget Expenditure Summary | | | | | | | |
|------------------------------------|--|------------------|-------------|------------------|------------------|--|---------------|
| B. Budget Expenditure | | | | | | Movement Compared against 2017/18 Budget | |
| | | 2018/19 | % of Budget | 2017/18 | 2016/17 | | |
| 1. | Operations and Secretariat Expenditure | 812,427 | 38% | 812,972 | 1,159,000 | 0% | No change |
| 2. | Capital Expenditure | - | - | 80,000 | 228,000 |  -100% | 100% decrease |
| 3. | Programme Expenditure | 1,350,726 | 62% | 1,649,888 | 824,000 |  -18% | 18% decrease |
| Total Budget Expenditure | | 2,163,153 | 100% | 2,542,860 | 2,211,000 |  -15% | 15% decrease |

17. Operational and Secretariat expenditure accounts for all expenses related to the day to day running of the organisation and salaries and related expenditure. There will be no Capital expenditure has been for the 2018/19 financial years. Operations and Secretariat expenditure and Capital expenditure represents 38% of total expenditure budget for 2018/19 financial years.

18. Programme expenditure constitutes 62% of the total expenditure budget for 2018/19 financial years. The four outputs also include oversight and reporting which is represented by Output 4 – which amounts to 27% of the total Programme budget. Budget expenditure for 2018/19 for each output is as follows:

| Output | | 2018/19 Budget | % of Programme Budget |
|-------------------------------|--|------------------|-----------------------|
| 1 | A centre for advice, research, information-sharing and analysis on relevant immigration issues | 616,726 | 46% |
| 2 | A regional co-ordination point for immigration liaison, advocacy/ representation and agenda-setting | 73,000 | 5% |
| 3 | A programme of immigration capacity building | 300,000 | 22% |
| 4 | Internal governance and running functioning organisation, including Secretariat, Board and Annual Conference that meets the needs of members | 361,000 | 27% |
| TOTAL PROGRAMME BUDGET | | 1,350,726 | 100% |

AWP Activity Summary and Costs

| Type | Total Number | Total Budget |
|--|--------------|------------------|
| Regional Workshop | 1 | 148,000 |
| Information Sharing Working Group Meeting | 1 | 72,000 |
| Passenger Profiling Group Meeting | 1 | 45,000 |
| Legislative Modernisation Support Missions | 5 | 90,000 |
| In Country Missions (technical assistance) | 4 | 76,726 |
| In Country mission (third party support) | 4 | 60,000 |
| Publishing | 6 | 15,000 |
| Secondments | 5 | 25,000 |
| Travel – Secretariat Representation | 13 | 58,000 |
| Australia DHA – IBCP Support | 4 | 35,000 |
| Oversight and Reporting | 4 | 361,000 |
| Consultancy | 6 | 155,000 |
| USP Immigration Course Set up fee | 1 | 210,000 |
| Total | 55 | 1,350,726 |

| Output One: A centre for advice, research, information-sharing and analysis on relevant immigration issues | | | |
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| 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> <p>1. Review all PIDC members' immigration legislation and policies/SOPs (review of progress every three years) to identify gaps with modern processes and international</p> | <p>1.1 Three in-country missions to review policy and legislative frameworks assessment.</p> <p>1.2 One in-country scoping study to be undertaken to determine the extent of the work required to update the legislative and procedural framework.</p> <p>1.3 Two in-country missions to provide legislative drafting services (TBC).</p> <p>1.4 Two in-country technical missions to develop Standard Operating Procedures based on Model PIDC SOPs.</p> | <p>1.1 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. It is planned that reviews be undertaken where appropriate for 14 Members over the next four years.</p> <p>1.2 A scoping study will be undertaken in a fourth country to determine the extent of the work required to update the legislative and procedural framework.</p> <p>1.3 The Secretariat will support up to two in-country legislative drafting missions. New Zealand and the Pacific Islands Forum Secretariat has offered to provide legislative drafting support and the Secretariat will provide funding to support up to two weeks of in-country consultations and engagement.</p> <p>1.4 The Secretariat in 2017 organised a regional workshop to develop Model Standard Operating Procedures based on regional best practices in 5 priority areas for Members to adapt as appropriate. For 2018/19 additional assistance will be</p> |

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| | <p>standards and best practices; and</p> <p>2. Assist members who have had their policies and legislation/SOPs reviewed to implement amendments/ reforms to make them compliant with recommendations.</p> | | <p>provided to support adaptation of Model SOPs for Members where appropriate.</p> |
| <p>2. Migration related research to support implementation of PIDC objectives;</p> | <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 regional immigration issues and provide up-</p> | <p>1.5 One consultancy to undertake research.</p> <p>1.6 Desktop research to support the development of the annual People Smuggling, Human Trafficking, and Irregular Migration Report.</p> | <p>1.5 Research topic to be finalised after further discussion with Members at the 2018 Regular Annual Meeting. Secretariat to provide a proposal.</p> <p>1.6 The Secretariat is to research and collate the annual People Smuggling, Human Trafficking and Irregular Migration Report which provides Members with key information regarding irregular migration, people smuggling and human trafficking. The report is cited widely by regional and international partner law enforcement agencies and is a central PIDC publication that raises awareness regarding the activities of the organisation.</p> |

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| | <p>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> | | |
| 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. | 1.7 Secretariat to support two in-country technical assistance missions to introduce the PIDC Data Collection Tool to provide a simple national database for Members. | 1.7 The Secretariat will undertake 2 in-country missions to support the development of data collection systems by introducing the PIDC Data Collection Tool. Current specialist in the use of the database is PIDC Secretariat Office Manager. |
| 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>1.8 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations (monthly).</p> <p>1.9 Prepare and disseminate at least 10 Intelligence Alerts to PIDC Members (monthly).</p> | <p>1.8 As part of ongoing activities to support border enforcement, the Secretariat will continue to develop monthly intelligence bulletins to support Members' decision-making activities especially at the border.</p> <p>1.9 As part of ongoing activities to support PIDC border enforcement, the Secretariat will continue to facilitate the secure sharing of information amongst Members through the dissemination of Alerts to support Members' decision-making activities especially at the border.</p> |

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| | | <p>1.10 Organise one face to face meeting for the Information Sharing Working Group (ISWG).</p> <p>1.11 Secretariat to organise a face to face meeting of proposed Profiling Group for Sub-regional representatives to coordinate technical assistance and discuss trends, threats, common indicators, capacity building, and possible targeted campaigns.</p> | <p>1.10 The ISWG has been responsible for a number of significant changes to how PIDC operates. PIDC is currently implementing several national and regional reforms through a number of activities being undertaken by Members and the Secretariat some of which include 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. It is envisaged that the ISWG will meet online throughout the year but holding one face to face ISWG meeting will allow this group to discuss and engage more effectively on important areas of work they have been undertaking.</p> <p>1.11 The Secretariat will look to establish a regional Passenger Profiling Group (RPPG) to: (a) coordinate and drive the introduction of an operational information sharing function and culture; and (b) develop more formal processes around national and regional profiling to strengthen primary line passenger processing throughout the region.</p> <p>More specifically, the RPPG will look to serve as a platform for:</p> <ul style="list-style-type: none"> a) exchanging information, views, experiences, and analysis; b) advancing passenger profiling policy dialogue; c) developing regional resources and tools such as templates, common communication platforms and best practices to support national profiling officers; d) collaborating with related industry, civil society; e) coordinating capacity building and training; and f) coordinating regional targeting campaigns or operations. |
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| | | <p>1.12 Secretariat will provide support for 2 passenger profiling technical assistance missions as part of PRIIP programme to support specific PIDC Members develop a national passenger profiling function.</p> | <p>Meetings will be held online with one face to face meeting of the Sub-regional representatives to discuss trends, threats, common indicators and possible campaigns.</p> <p>1.12 The Secretariat will support two in-country missions to assist Members develop a national profiling function. The missions will be undertaken by external Passenger Profiling Experts as part of the in-country support provided by PRIIP to Members.</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 |
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| <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>3. Articulate the value proposition of PIDC to donors.</p> | <p>2.1 Engage with Regional and International partner organisations.</p> <p>2.2 Represent PIDC interests at regional and international fora to advance PIDC objectives.</p> | <p>2.1 The Secretariat will look to strengthen linkages with regional and international organizations and establish partnerships with regional/international stakeholder contacts on immigration related issues. The Secretariat will look to promote formalising engagements where appropriate to ensure continued engagement and support as well as joint planning sessions where possible. Key areas of engagement include: funding, labour mobility, transnational crime, collaboration, joint planning, capacity building, human trafficking and people smuggling.</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, PLMAM, PTCN and PIFS.</p> <p>2.2 For relevant regional and international immigration related fora, the Secretariat will ensure that PIDC interests and objectives will be represented and advanced.</p> <p>Key messages will include:</p> <ul style="list-style-type: none"> - Need for enhanced collaboration with regional and national organisations formalising engagement; |

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| | <p>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>2.3 Support readmission of former PIDC Members.</p> | <ul style="list-style-type: none"> - exploring funding opportunities with potential donors and development partners that can provide resources to support implementation of PIDC objectives; and - labour mobility and policy development to promote economic growth. <p>The Secretariat will look to:</p> <ul style="list-style-type: none"> - support Members by facilitating the provision of technical advice on immigration issues ensuring that the PIDC Secretariat remains a primary resource for Members seeking support; and - expand its resource base beyond the current support being provided through Members, the Principal Donors, the Host Country, and partner organisations including Bali Process RSO, IOM, UNHCR, and the EU-ACP Migration Action to enhance the sustainable development and future of the organisation. <p>2.3 The Secretariat will look to engage and explore provision of technical and political support for readmission of American Samoa, Commonwealth of the Northern Marianas, and Guam.</p> |
| 4. Communication and development of publications to share information | 5. Publications (products: regular newsletter, website, communications i.e. brochures) | 2.4 Publishing Quarterly News Bulletins. | 2.4 The Secretariat will look to reintroduce 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) the Secretariat will ensure reports are provided to PIDC Board and Members on a regular basis as required. |

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| with stakeholders | | 2.5 Providing media releases for all major PIDC activities. | 2.5 The Secretariat will produce regular media releases to ensure that awareness is raised regarding the activities being undertaken by PIDC Members, donors, and partner organisations. |
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Output Three: A programme of immigration capacity building

| Key Work Area | Expected Outcomes and objectives | Activities | Comments |
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| <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 a Joint Capacity Building Programme Calendar.</p> <p>3.2 Maintain a directory of training experts and qualified immigration trainers that have operated in the Pacific.</p> <p>3.3 Support Department of Home Affairs IBCP and MBIE PRIIP and other TA & CB activities (UNHCR, UNODC).</p> | <p>3.1 The Secretariat will develop a comprehensive Capacity Building Programme with an events calendar to be shared with all partner organisations to coordinate activities for all PIDC stakeholders.</p> <p>3.2 The Secretariat will maintain a register of immigration training experts to support various capacity building activities undertaken in the region.</p> <p>3.3 To support the ongoing provision of intermediate and advanced immigration training provided to PIDC Members by DHA, INZ, UNHCR and UNODC, the Secretariat will continue to provide support through the arrangement of logistics and the provision of travel and per diem support as required.</p> |

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| <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 Provide support for 2 in-country Pilot Project missions to develop national training curriculums and adapt basic and induction training modules.</p> <p>3.5 Organise five operational secondments to support specific technical reforms/national projects.</p> <p>3.6 Support a proposed regional coordinating body to guide strategic discussions, coordinate initiatives, and complement activities of immigration training providers in the</p> | <p>3.4 The Secretariat will look to work with the Bali Process RSO to undertake in-country missions to support two PIDC Members to adapt the training curriculum and basic training modules. Based on lessons learnt from the pilot countries, it is envisaged that support will be provided to all Members in a phased approach over the next three to four years.</p> <p>3.5 The Secretariat will look to support operational national attachments and secondments of up to two weeks. Secondments will support specific reform projects that are put up as bids to the Secretariat and will be reported on at the 2019 Regular Annual Meeting. Priorities for 2018/19 include: data collection, passenger profiling, curriculum development, standard operating procedures development, and human trafficking and people smuggling national action plans.</p> <p>3.6 The meetings of this group are to be online for the first year with possible face to face meetings to be considered for the next financial year. The main objective of this group will be to coordinate strategic goals and engage with training service providers to coordinate activities. Annual meetings can be held as part of the PIDC Regular Annual Meeting.</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>Pacific Islands Region.</p> <p>3.7 Support a proposed Pacific Islands Immigration Training Working Group made up of regional representatives to champion and develop training and identify local training gaps.</p> <p>3.8 Secretariat to update the PIDC Model Code of Conduct to be used as a regional resource.</p> | <p>3.7 The meetings of this group are to be online for the first year with possible face to face meetings to be considered for the next financial year. The main objective of this group will be to coordinate support and resources for national training activities. Regular meetings will be held online with a report submitted on their activities to the PIDC Regular Annual Meeting.</p> <p>3.8 The Secretariat will look to update the PIDC Model Code of Conduct to be utilised as an additional resource of best practices for the PIDC Regional Modernisation Toolbox.</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 |
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| <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> <p>1. Employ required staff and manage office to the standard required to undertake objectives of PIDC</p> <p>2. Ensure governance processes are compliant, implemented and transparent through annual audits</p> <p>3. Board Meetings to ensure governance, accountability, and strategic direction</p> | <p>4.1 Hold capacity development activities for Staff.</p> <p>4.2 Run Internal Control Check List (Quarterly).</p> <p>4.3 Support External Auditor.</p> <p>4.4 Support 3 Board Meetings.</p> <p>4.5 Support 2 Board Workshops.</p> <p>4.6 Support 9 Committee Meetings.</p> | <p>4.1 The Secretariat will continue to identify key areas for staff development and organise corresponding trainings and activities as appropriate.</p> <p>4.2 As part of internal governance processes the Secretariat will continue to run the PIDC Secretariat internal control check list on a quarterly basis.</p> <p>4.3 The Secretariat will continue to maintain adequate support to the external auditor to ensure that accurate audited accounts can be provided to Members at the conclusion of the financial year.</p> <p>4.4 – 4.7 To ensure effective oversight of PIDC activities and provide clear and optimal strategic direction for the organisation, the Secretariat will continue to provide technical and (technical, governance and financial reports and research) and logistical support to Members by coordinating three Board Meetings, one Board Meeting Workshop, nine Committee Meetings, and the Regular Annual Meeting for 2019.</p> |

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| <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 RAM 2019 (June 2019).</p> | |
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