

<b>Output One: A centre for advice, research, information-sharing and analysis on relevant immigration issues</b>			
<b>Key Work Areas</b>	<b>Expected Outcomes and Objectives</b>	<b>Activities</b>	<b>Comments</b>
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 Undertake three in-country missions to review policy and legislative frameworks assessment.</p> <p>1.2 Two in-country missions to provide legislative drafting services.</p> <p>1.3 Six secondments/ short term attachments are</p>	<p>1.1 To support PIDC Members modernise and strengthen policy and legal frameworks, the Secretariat will support three national reviews.</p> <p>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 with reviews already completed for Republic of the Marshall Islands, Samoa, Tuvalu, Tonga and Solomon Islands.</p> <p>Each in-country mission to be supported by a PIDC Technical Immigration Expert to be recruited using a competitive bid process.</p> <p>1.2 The Secretariat will support up to two in-country legislative drafting missions with support for this programme already undertaken for Republic of the Marshall Islands and Tuvalu.</p> <p>Each mission to be supported upon request by a PIDC Technical Immigration Expert to be recruited using a competitive bid process.</p> <p>1.3 PIDC have a number of priority work programmes to strengthen technical capacity in key immigration areas. To</p>

	<p>standards and best practices; and</p> <p>2. Assist Members who have had their policies and legislation/Standard Operating Procedures (SOPs) reviewed to implement amendments/reforms to make them compliant with recommendations.</p>	<p>planned to strengthen national:</p> <ul style="list-style-type: none"> <li>a) data collection activities;</li> <li>b) immigration processes through introduction of SOPs; and</li> <li>c) Profiling functions at the national level.</li> </ul>	<p>enhance Member capacity, the Secretariat will organise secondments and short-term attachments with clearly articulated objectives and outcomes which will be reported through the Board and the Regular Annual Meeting.</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</p>	<p>1.4 Four consultancies to undertake research Projects to support PIDC Members decision making.</p> <ul style="list-style-type: none"> <li>a) Research and Diagnostic Tool;</li> <li>b) Automated Border Management Systems (ABMS) for PICTs;</li> <li>c) Trend analysis on Migration Visa Policy; and</li> <li>d) Primary line management support; and</li> </ul>	<p>1.4 Requests have been received by the Secretariat for research in specific technical immigration areas to support domestic operations. The Secretariat will draft ToRs for Board endorsement and seek for the requested research to be undertaken in the following areas:</p> <ul style="list-style-type: none"> <li>a) <b>Research and Diagnostic Tool</b> <i>This research tool will support an evidence-based policy development approach for PIDC Members. The tool will guide Immigration Agencies to undertake targeted research to support the PIDC Model Policy Development Framework by providing simple methods and guidelines on how to undertake research to guide Members decision making processes.</i></li> <li>b) <b>Automated Border Management Systems for PICTs</b> ABMS remain a crucial priority area for many PIDC Members. <i>This research is designed to provide guidance on simple business requirements that PIDC Members should consider when seeking to introduce or upgrade and also provide an analysis of systems</i></li> </ul>

	<p>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>1.5 Desktop research to:</p> <p>(a) support the development of the annual People Smuggling, Human Trafficking, and Irregular Migration Report; and</p> <p>(b) develop a Model National Action Plan to Combat Human Trafficking and People Smuggling for PIDC Pacific Island Countries and Territories.</p>	<p>that currently are available and suitable for the PICT environment.</p> <p>c) <b>Trend analysis on Migration Visa Policy</b>  <i>Migration Visa Policy is a crucial area of immigration work. This research will look to identify key standards and best practices that are appropriate for PIDC Members and identify trends that could support domestic decision making.</i></p> <p>d) <b>Primary Line support</b>  <i>There is an ongoing trend for primary inspection line operations to be shifted from immigration agencies to Customs. While this is often an effective approach, it is not appropriate for all jurisdictions and is not a one size fits all solution. This research has been requested to support maintaining the primary line with immigration and also to determine how primary line operations can best be strengthened in PICTs.</i></p> <p>1.5 (a) The Secretariat has obtained resource support from ACP-EU Action to undertake research to develop 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> <p>(b) The proposed research to develop this model is based on recommendations contained in the PIDC Framework to Combat human trafficking and people smuggling that Members are looking to endorse over the next several months.</p>
3. Support for data collection	All Members are able to manage the secure	1.6 Secretariat to support two in-country technical	1.6 The Secretariat will undertake 2 in-country missions to support the development of data collection systems by

	collection and storage of data in an appropriate manner that can be readily analysed and shared.	assistance missions to introduce the PIDC Data Collection Tool to provide a simple national database for Members.	introducing the PIDC Data Collection Tool. Current specialist in the use of the database is the PIDC Secretariat Office Manager.  This activity is undertaken in conjunction with the 2 secondments undertaken as part of activity 1.3.
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>1.7 Prepare and disseminate 12 Intelligence Bulletins to PIDC Members and law enforcement partner organisations (monthly).</p> <p>1.8 Prepare and disseminate at least 15 Intelligence Alerts to PIDC Members (monthly).</p> <p>1.9 Organise two face to face meeting for the Information Sharing Working Group (ISWG).</p>	<p>1.7 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>1.8 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> <p>1.9 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:</p> <ul style="list-style-type: none"> <li>a) strengthening national data collection processes;</li> <li>b) operationalising the regional multi-lateral MoA as a legal basis for sharing information; and</li> <li>c) enhancing multi-agency information sharing approaches.</li> </ul>

		<p>1.10 Secretariat to organise a face to face meeting of proposed Profiling Group for Sub-regional representatives on the fringes of one of the ISWG meetings to plan targeted campaigns/operations, discuss trends, threats, common indicators, and capacity building needs.</p>	<p>1.10 The Regular Annual Meeting has endorsed the establishment of the Profiling and Intelligence Support Group and under the proposed Terms of Reference it will look to serve as a platform for:</p> <ul style="list-style-type: none"> <li>a) exchanging real time information, views, experiences, and analysis;</li> <li>b) advancing passenger profiling policy dialogue;</li> <li>c) collaborating with related industry, civil society;</li> <li>d) identifying its capacity building and training needs; and</li> <li>e) coordinating regional targeting campaigns or operations.</li> </ul> <p>Meetings will be held online with one annual face to face meeting of the Sub-regional representatives held on the fringes of an ISWG meeting to coordinate activities.</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>3. Articulate the value proposition of PIDC to donors. Secure multi-year funding support from New Zealand and Australian governments. Then</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 continue strengthening engagement with regional and international organizations and establish partnerships with regional/international stakeholder contacts on immigration related issues.</p> <p>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, IOM, UNODC, UNHCR, IOM, Bali Process, FFA, PLMAM, PTCN and PIFS.</p> <p>Key activities will include engagements to:</p> <ul style="list-style-type: none"> <li>a) advance Declaration of Partnership;</li> <li>b) operationalise Boe Declaration; and</li> <li>c) support Pacific Fusion Centre Reference Group.</li> </ul> <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>The Secretariat will look to:</p>

	<p>seek to broaden the base of donor support and ensure any new funding from donors provides greatest benefit to the PIDC Members; and</p> <p>4. Engagement on labour mobility issues (e.g. RSE, Pacer Plus, MSG free movement areas).</p>	<p>2.3 Support of readmission of former PIDC Members.</p>	<ul style="list-style-type: none"> <li>- advance PIDC objectives and priorities as provided for in PIDC Foundation documents and decisions of the Regular Annual Meeting and PIDC Board; and</li> <li>- 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.</li> </ul> <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> <p>The Secretariat has re-established engagement with the USA CBP responsible for managing Guam and Commonwealth of the Northern Marianas and has targeted the PICP 2019 Annual Conference held in American Samoa as an opportunity for the formal signing of the PIDC MoU by American Samoa Immigration. The Secretariat with the support of the Government of Samoa has been engaging with American Samoan officials to explore this option.</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.</p> <p>2.5 Providing media releases for all major PIDC activities.</p>	<p>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.</p> <p>2.5 The Secretariat will produce regular media releases to ensure that public awareness is raised regarding the activities being undertaken by PIDC Members, donors, and partner organisations.</p>

Output Three: A programme of immigration capacity building			
Key Work Area	Expected Outcomes and Objectives	Activities	Comments
1. Identifying immigration skill gaps to support the development of priority training programmes by PIDC, donors and partner organisations	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.	3.1 Develop a Joint Capacity Building Programme Calendar.	3.1 The Secretariat will develop a comprehensive annual Capacity Building Programme with an events calendar to be shared with all partner organisations to coordinate activities for all PIDC stakeholders.
2. Providing regional training and capacity building resources for Members to adapt and supporting their adaption at the national level	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 proposed activities in this section of the work plan.	3.2 Maintain a directory of training experts and qualified immigration trainers that have operated in the Pacific.  3.3 Support Department of Home Affairs IBCP and MBIE PRIIP and other TA & CB activities (UNHCR, UNODC).	3.2 The Secretariat will continue to maintain a register of immigration training experts to support various capacity building activities undertaken in the region.  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.
3. Coordinating the provision of		3.4 Support three in-country missions to	3.4 The Secretariat will look to work with the Bali Process RSO and IOM to undertake in-country missions to support two PIDC



<p>basic and advanced immigration training activities to PIDC Members ensuring a measurable impact</p>	<p>The RMS Output Objectives are:</p> <ol style="list-style-type: none"> <li>1. Needs assessment (every 2 years) of annual training needs, including consultation/input from Membership;</li> <li>2. Training in required immigration fields is provided to Members;</li> <li>3. Identify and facilitate expertise from advanced immigration agencies to assist PIDC Members;</li> <li>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;</li> <li>5. Facilitate 'train the trainer' trainings and support for countries willing to undertake own training programmes;</li> <li>6. Link with regional programmes to provide follow ups and</li> </ol>	<p>develop national training curriculums and adapt basic and induction training modules and development of Standard operating procedures.</p> <p>3.5 Provide support for 3 in-country Strategic Plan Development Project missions to support development of national strategic plans.</p> <p>3.6 Support a proposed regional coordinating body to guide strategic discussions, coordinate</p>	<p>Members to adapt the training curriculum and basic training modules. Based on lessons learnt from the pilot countries and resource support available from Bali Process RSO and IOM, 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 work with the University of the South Pacific to provide support to Members seeking to develop national Strategic Plans. An essential part of modernising an institution, implementing structured change and the introducing new concepts and business practices is the development of a logical, structured plan that in an open and transparent manner: (a) identifies a common vision; (b) develops objectives, benefits, processes and outcomes; and (c) identifies resources required to implement change.</p> <p>This activity has the potential to provide the most far-reaching impacts for PIDC Members and the Secretariat highly recommends that this activity be undertaken for all PIDC Members that have yet to establish a Strategic Plan.</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>developing structures within immigration agencies based on learnings from trainings (i.e. intelligence structures); and</p> <p>7. Facilitate secondments between immigration agencies, Secretariat, and regional/international organisations.</p>	<p>initiatives, and complement activities of immigration training providers in the Pacific Islands Region.</p> <p>3.7 Support building the capacity of selected Trainers to enhance trainings in specific priority immigration areas.</p> <p>3.8 Secretariat to finalise update of PIDC Model Code of Conduct to be used as a regional resource.</p> <p>3.9 Undertake a revised Training Needs Analysis of PIDC Members to determine priority immigration training needs.</p>	<p>3.7 The main objective of this group will be to develop the knowledge base and capacity to support trainings in PIDC Members across the region.</p> <p>3.8 The Secretariat will look to finalise and update the PIDC Model Code of Conduct to be utilised as an additional resource of best practices for the PIDC Regional Modernisation Toolbox.</p> <p>3.9 The proposed Training Needs Analysis will inform the development of capacity building programmes not only for PIDC but for development partners and partner organisations as well.</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> <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; and</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 2020.</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 RAM 2020 (June 2020) and one secondment from Host Country to the Secretariat.</p> <p>4.8 Support a HR Review of the Secretariat.</p>	<p>4.8 A HR review of the Secretariat is required every three years under the Employee Regulations. The Secretariat is completing its first three years of operations and will be undertaking a review to satisfy this obligation.</p>
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