



Agenda item 28: Capacity Building in the PIDC Region

Proposed Recommendations

The PIDC Regular Annual Meeting is invited to:

- (a) **welcome** the update provided on USP's proposed academic programme for immigration officers in the Pacific;
- (b) **support** and **endorse** the proposed USP academic programme;
- (c) **task** the Secretariat to continue working with USP to develop the proposed academic programme for commencement in 2020; and
- (d) **strongly encourage** Members to nominate appropriate officers to form the first cohort of funded PIDC students.

Purpose

This paper has been prepared to brief the Regular Annual Meeting on the proposed Postgraduate Programme in Border Security developed by the University of the South Pacific (USP) in collaboration with the PIDC Secretariat and seek endorsement for the programme to commence.

Background

2. Members at the 2017 Regular Annual Meeting (RAM), tasked the Secretariat to identify options for accredited training and collaborative training opportunities with partner agencies. The Secretariat reviewed options available including training provided by Charles Sturt University (CSU) and in the end identified the USP as the most cost-effective option to provide accredited training to Members.

3. Subsequent engagement with USP resulted in a preliminary proposal for a Postgraduate Programme in Border Security which was presented to the 2018 RAM. Members at the 2018 RAM while supportive "noted the proposal by the USP for the development of immigration specific accredited academic courses which would require further consideration and Secretariat advice to the Board, including opportunities for cooperation with other organisations such as OCO, PICP, FFA, and the Australian Pacific Security College (being developed by Australia DFAT)". The 2018 RAM subsequently "tasked the Secretariat to seek synergies and efficiencies with regional partner agencies before seeking endorsement from the Board".

4. Based on these directions, the Secretariat again engaged with CSU, OCO, Australian DFAT and USP to determine possible training programmes and synergies that could be made available to the PIDC Membership. In summary:

- a) CSU courses still remain cost restrictive with the cheapest online undergraduate course costing about AUD\$20,000 per annum for one student;
- b) Possible joint partnership course options with OCO to attend CSU are not possible as the current funding provided by Australia for OCO is under the PACER PLUS funding programme that does not extend to immigration officers and is focused more on trade related subject matters;
- c) The FFA has an existing USP undergraduate professional certificate course for FFA Members and PICP continues to support its Members' participation in the USP Pacific Policing Undergraduate programme. While these programmes have linkages to immigration work they have been designed more thematically for fisheries and police officers respectively; and
- d) Australia DFAT advised that the Pacific Security College had no immediate plans for the provision of academic law enforcement accredited courses for the region looking to providing more professional and security focused trainings.

Key Benefits of Proposed Programme to PIDC and PICTs

5. In reviewing the remaining options, the Secretariat was able to explore with USP a possible partnership to create a programme that specifically meets the needs of the region while providing a package affordable to Pacific Islands Countries and Territories (PICTs). The proposed programme would look to:

- a) strengthen professional and intellectual capacity of PICTs' Border Security personnel to allow for critical thinking about border security;
- b) develop their ability to function within a regional border security and management context; and
- c) foster knowledge transference to facilitate border security practices informed by understanding of local, regional and international theories, philosophies and principles.

6. Under the current 2018 – 2019 budget the Secretariat secured sufficient funds to cater for the programme creation cost while costs for the first cohort of 15 immigration officers and managers to complete the postgraduate certificate course can be proposed to be met from funding for the 2019 – 2020 Financial Year which commences in July 2019.

7. The Secretariat is fully supportive of progressing this regional graduate programme as there are no existing graduate or accredited programmes for career immigration officers. This has often resulted in career immigration officers having to enroll in more general academic programmes when seeking to obtain qualifications that are becoming increasingly required for senior positions in PICTs public sector agencies.

8. At present, there are no tailored regional graduate level qualifications designated for persons engaged in border security in the Pacific. The only existing academic programme with relevance to immigration and customs officials is offered through CSU but as discussed previously, this programme is costly (AUD\$30,133.58 per annum as opposed to FJD\$5,400.00 per diploma) and does not specifically cater to contextual specificities of small developing Pacific island countries.

Proposed Programme Structure

9. The USP proposal offers a two-tiered Postgraduate programme that allows an

individual to begin at the certificate level, scaffold to the diploma level, with an option to exit at the initial level. The programme will be offered fully online over four semesters. The expectation is that individuals will be able to complete the certificate (2 courses) in one year and the diploma (4 courses) in one and a half years. There is also the option for accelerated 14 weeks in-country cohorts (minimum of 10 participants) post-programme creation.

Milestones, Timelines and Associated Requirements

10. The following table provides an implementation schedule that PIDC and USP can jointly work towards should the organisations agree to offer the inaugural course to the first cohort of immigration officers by January 2020.

Milestones	Timelines	Associated Requirements	Comments
Initiation of Programme Creation	March – May 2019	<ul style="list-style-type: none"> - Formal commitment from PIDC to fund programme creation - Formal commitment to fund 3 cohorts at the Diploma level 	Formal commitment is required to begin the university administrative process for new programme creation.
Stakeholder Consultation/Programme Content Verification	May 2019	<ul style="list-style-type: none"> - Establishment of agreement between USP and PIDC - Access to PIDC and Bali Process training curriculum 	This feedback is important to ensure that proposed content aligns with stakeholder expectations. This will also be the forum where input on content inclusion can be made.
Programme Creation	May – December 2019	<ul style="list-style-type: none"> - Receipt of programme creation funds 	Receipt of funds at the beginning of May is necessary to facilitate staff assignment to programme development.
Offer of Programme	Jan 2020 commencement	<ul style="list-style-type: none"> - Release of cohort funding - Identification of cohort 	If courses receive administrative sign-off by August 2019, the programme will be available for offer in January 2020. A failure to meet the August deadline for

Milestones	Timelines	Associated Requirements	Comments
			programme entry into the academic calendar will result in a 2021 initial offering of the programme.

Associated Costs

11. Estimated costs associated with the establishment of the programme include:
 - a) Programme creation cost: FJD\$139,263.00
 - b) Total cost per cohort (15 participants): Postgraduate Certificate (FJD\$40,500.00); Postgraduate Diploma (FJD\$81,000.00)

Conclusion

12. At its March 2019, after reviewing the USP proposal the PIDC Board endorsed engagement with USP to begin the development of the proposed academic programme and on that basis commenced the formal engagement process. The Secretariat has been advised that the proposal has progressed internally within USP and that the university will be in a position to sign a formal Memorandum of Understanding with PIDC at the 2019 Regular Annual Meeting.

APPENDIX A: CONCEPT PAPER FOR THE PROPOSED PROGRAMME IN BORDER SECURITY

I. PROGRAM INFORMATION

Program Name: Postgraduate Degree in Border Security

Level/Credential to be Granted: Postgraduate Certificate (2 courses), Postgraduate Diploma (4 courses)

Proposed Programme Creation Cost: \$139,263.00

Proposed Program Creation Duration: 1.5 years

Proposed Program Creator Coordinator: Dr Danielle Watson, School of Social Sciences, USP.

Proposed Program Start Date (Month/Year): Jan 2020

Proposed Programme Duration: 1.5 years (with the option for 14 weeks in-country cohorts)

Cost Per Cohort¹: Postgraduate Certificate (\$40,500.00); Postgraduate Diploma (\$81,000.00)

Method of Program Delivery: Online

Program Type: Professional Non-Thesis Based

II. ADMISSION REQUIREMENTS

The general admission requirements for the Postgraduate Certificate are:

- a) hold a university degree or equivalent; or
- b) hold a university diploma and at least three years of experience in industry; or
- c) have met mature student admission criteria with exceptional professional experience and achievements in the field

The general admission requirements for the Postgraduate Diploma are:

- a) completion of the postgraduate certificate in Border Security; or
- b) hold a university degree or equivalent; or
- c) hold a university diploma and at least three years of experience in industry; or
- d) have met mature student admission criteria with exceptional professional experience and achievements in the field

III. PROPOSED BORDER SECURITY POSTGRADUATE UNIT DESCRIPTION

Postgraduate Certificate Border Security Programme Requirement: 2 Compulsory Courses

¹ Costing is based on 2019 fees and subject to changes. A cohort consists of 15 students

- Border Management and the Security Context
- Ethical Issues in Leadership and Command

Postgraduate Diploma Border Security Programme Requirement: 4 Compulsory Courses

- 2 Certificate Courses + 2
 - Border Security Intelligence and the International Security Environment
 - International Cooperation, Partnerships and Peacekeeping
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UNIT DESCRIPTIONS (Subject to Change)

Border Management and the Security Context – This course will present advanced-level investigative and interior enforcement aspects of immigration and border security, including significance to the public safety portfolio. It will examine key legislation and policies that govern international border control, customs, trade and immigration, and how these can impact the various aspects of border management. Participants will explore issues of modernization and the use of intelligence within the border security and immigration context. The course will also prepare participants to critically evaluate the formulation and implementation of immigration and border security policy that involve the complex integration of various factors, such as: civil enforcement duties; demographic trends, including migration and immigration; xenophobia; economic and political circumstances; trafficking in humans and firearms; and the role of technology in immigration and border security.

Ethical Issues in Leadership and Command – Ethics are an important dimension of security provision and are critical to demonstrating transparency and accountability at the individual and organizational level. This unit is intended to explore issues relating to personal as well as professional conduct that influence individuals' decision making at different levels within the organization. Course participants will focus on the consequences of ethical leadership, unethical decision making and the adopting of an ethical organizational climate. They will also be exposed to ideas about dealing with ethical challenges such as misconduct and corrupt practices, while demonstrating adherence to organizational policy and ethical culpability in their operations.

Border Security Intelligence and the International Security Environment – This course is intended to expose participants to theories and processes of intelligence-led practices to help them better understand the changing dynamics of border security in an international

environment. It will focus on key concepts in border security intelligence, methodologies of intelligence gathering and analysis, the intelligence cycle, and analysis of applied intelligence in investigations and detection. A context will also be provided to explore distinguishing characteristics of an intelligence-led approach to border security and its impact on operations.

International Cooperation, Partnerships and Peacekeeping – This course will prepare participants to examine collaboration between security agencies as critical to border protection, peacekeeping and the preservation of law and order. It will expose participants to theories about international deployment, amalgamation and capability building initiatives within their own and other organizations. It will also explore the realities of international border security including its challenges, transformational capabilities, frameworks of cooperation, personnel reintegration and the role of international peace keeping bodies.

N.B All students registering in Postgraduate programmes are required, in their first semester of studies, to complete 14.5hours of Information Research Skills conducted by the Library.

IV. PROGRAMME CREATION BUDGET

Item	Cost
<u>Programme Creation</u>	
- 400 level courses (4 courses @ \$7000.00 per course)	\$28,000.00
- Collaboration with Australian University (42 days per diem @ \$534 per day)	\$22,428.00
- Airfare to NSW \$1700 (x2)	
- Programme creation materials	\$3,400.00
- USP Project Creation Assistant (360 days @50 per day)	
- 1 Semester Teaching Relief (Band 5 TA)	\$20,000.00
- USP Administrative overheads (30% of creation cost)	\$18,000.00
	\$15,297.00
	\$32,138.00

Total Programme Creation Costs	\$139,263.00

V. COHORT COSTING

Item	Cost per cohort
<u><i>Tuition Related expenses per cohort USP Member Countries</i></u>	
- Tuition Cost per person for certificate 2 courses @ \$1350.00 per course (\$2700.00)	\$40,500.00
- Tuition Cost per person for diploma 4 courses @ \$1350.00 per course (\$5400.00)	\$81,000.00

****cohort consists of 15 students***

**** Third Country students pay \$3853.00 per course***

****International students pay \$5050.00 per course***