



Pacific Immigration Development Community

Annual Work Plan and Budget 2020 /2021 Summary

Executive Summary

- 1) The Pacific Immigration Development Community (PIDC) is currently in a stable financial position with multi-year funding from the New Zealand Ministry of Foreign Affairs concluding and multi-year funding from Australia's Department of Home Affairs secured for another two years. Funding from Immigration New Zealand is currently being negotiated with initial indications highlighting the possibility of multi-year funding support.
- 2) The forecasted 2020/2021 budget income is WST **3,390,476** consisting mainly of contributions from Principal Donors, PIDC Members and the PIDC Host Country. The forecasted income includes additional funding received from Australia in June 2020 of AUD\$500,000 to support PIDC members adapt to the impact of COVID-19 which is reflected in the deferred income 1,288,560.00. Projected expenditure is WST WST\$3,028,000 with primary cost driver expenditure levels being 51% Programme expenditure, 38% Operations, Secretariat and Capital expenditure and a 11% carry over that will be partially utilised to undertake secondary activities as prioritised increasing current Programme expenditure levels.
- 3) The proposed Annual Work Plan and Budget (AWPB) 2020/2021 activities advance existing work priorities:
 - (a) identified in the PIDC Strategic Plan;
 - (b) carried over from the 2019 Regular Annual Meeting (RAM);
 - (c) agreed to by the PIDC Board; or
 - (d) identified by individual PIDC Members through direct engagement.
- 4) A significant cost and activity driver for the 2020/2021 financial year has been in response to the significant impact of the global pandemic COVID-19. COVID-19 has resulted in travel restrictions being imposed across the globe with PIDC Members also being affected. This has placed a public focus on the management of borders and the importance of multi-agency cooperation as well occupational health and safety for frontline staff and their dependants. Australia has provided additional funding of AUD\$500,000 to be used over the next 24 months to support PIDC and its Members adapt to the new operational environment brought about by COVID-19.
- 5) The AWPB activities are divided into core and secondary activities to provide flexibility to the Secretariat in implementing priorities as identified by the Board and Members. Secondary activities will only be undertaken if (i) Staff have sufficient time to undertake the activities; and (b) there are savings from other budgeted activities resulting in sufficient resources being available.
- 6) The AWPB proper builds upon PIDC work undertaken previously to develop a toolbox of regional agreed best practices (PIDC Regional Modernisation Toolbox) and for the current year focuses on strengthening Members' capacity to secure their borders and facilitate passenger arrivals to advance economic development as well as respond to COVID-19. This is to be undertaken primarily through a COVID-19 lens by: (a) continuing the provision of in-country technical assistance in several priority immigration areas to

support real institutional change at the national level; and (b) developing additional model resources and knowledge products to guide Members' decision-making processes.

- 7) Big ticket items proposed for this Financial Year include:
- (a) Provision of a **PIDC Communications Package** to support PICT Members adapt to the new realities of COVID-19. Primary focus will be to strengthen virtual communication between Members and also for the provision of equipment to allow for effective in-country engagement with technical experts through virtual platforms (for eg, for remotely held capacity building workshops or for stakeholder engagement sessions linked to strengthening of legislation, polices or procedures);
 - (b) continued support for the **Postgraduate Certificate/ Diploma in Border Security** from the University of the South Pacific with funding assistance for up to one Immigration Officer from each PIDC Member per annum to attend;
 - (c) hosting of a virtual table top exercise and **regional training workshop in 2021 to strengthen the PIDC Information and Intelligence Network**, by supporting the PIDC Network of Accredited National Contact Points and the PIDC Profiling Group to enhance Members' capacity to combat border threats and advance the PIDC Memorandum of Arrangement on Information Sharing;
 - (d) continued **delivery of technical assistance** through training, consultancies or secondments to build staff and operational capacity especially in key immigration areas including:
 - (i) proposed recruitment of a Training Advisor as part of the COVID-19 Support Programme to support Members introduce training curriculums adapted for national circumstances;
 - (ii) modernising legal and procedural frameworks;
 - (iii) enhancing national data collection; and
 - (iv) establishing domestic profiling functions.

(Note all technical assistance will have a significant focus on COVID-19)

- (e) supporting continued **high impact national institutional interventions** including:
 - (i) development of organisational strategic plans providing a roadmap (based on best practices) to develop agreed objectives and identify priorities to strengthen national policies, legal frameworks, processes, structures, personnel, and resources;
 - (ii) establishment of national immigration training programmes utilising PIDC model curriculum and modules (to be developed by PIDC);
 - (iii) strengthening secure online engagement through platforms such as APAN; and
 - (iv) strengthening of national and regional data collection through the introduction of the PIDC Enforcement Data Collection Tool (PEDCT).

Introduction

The Annual Work Plan and Budget (AWPB) for 2020/ 2021 has been developed to: (a) continue implementation of the PIDC Strategic Plan 2019 – 2021¹ which is aligned to PIDC's Long Term Strategic Objectives and Results Management Suite (RMS); (b) continue and consolidate the significant gains made by PIDC since obtaining legal entity status in 2016; and (c) support Members and the organisation adjust to the emerging issues including significant impacts of the global pandemic COVID-19.

PIDC Priorities

2. The PIDC Strategic Plan 2019 – 2021 prioritises five key areas of work.
 - a) Strategic Partnerships and International Engagement
 - b) Policy and Regulatory Frameworks
 - c) Information and Intelligence Management
 - d) Institutional Strengthening and Capacity and Capability Development
 - e) Governance and Accountability

3. These key areas of work drive PIDC activities. Emphasis is placed on supporting the organisation, Members, and the Secretariat develop collaborative activities in these priority areas to advance PIDC objectives and support Members effectively fulfil their domestic responsibilities.

4. In addition, to these key work areas, the emergence of COVID-19 has had a significant impact on Pacific Island Countries and Territories (PICTs). All PIDC Members and their communities have been impacted and have had to adjust to the new realities caused by the global pandemic. PIDC operations in 2020 were impacted significantly with a number of activities delayed or cancelled due to the travel restrictions imposed from March 2020 globally to combat the spread of COVID-19. Most activities impacted were linked to technical assistance and research requiring travel including the 2020 Regular Annual Meeting scheduled for June.

5. Some key points impacting PIDC operations to note include:
 - a) COVID-19 remains a real threat to PICTs with several Members reporting multiple cases;
 - b) COVID-19 will continue to remain a high threat to PICTs and activities and actions to combat and restrict the spread of this virus will remain a high priority for PIDC Member governments;
 - c) international flights remain heavily restricted in the region (at this stage flights are mainly for repatriation of citizens and overseas nationals) and will remain so indefinitely with no clear timeline made available yet as to when these measures will be eased;
 - d) standard border restrictions currently require quarantine of incoming international travellers for 14 days or longer; and
 - e) several Members are pushing for the establishment of a travel bubble to allow for the limited easing of travel restrictions between Members.

¹ Endorsed at the 2018 PIDC Regular Annual Meeting.

6. What this means for PIDC operations:
 - a) all PIDC activities (technical assistance and meetings) that require in-country travel or face to face engagement will be heavily reduced and any such activities will be undertaken virtually or where absolutely necessary planned for mid-2021 at the earliest;
 - b) PIDC Members will need to enhance screening capacity of travellers and inter-agency communication as monitoring of international travel to restrict COVID-19 will increase as travel restrictions are eased over time;
 - c) significant difficulties will be placed on providing existing PIDC technical assistance activities which require Stakeholder engagement;
 - d) Secretariat and Members will need to adapt and invest significantly in virtual communication technology to maintain **effective** communication;
 - e) to ensure continuity of provision of effective technical assistance, Members will need to invest significantly in building capacity to engage remotely. This includes equipment to host large scale gatherings in-country to engage with technical experts that PIDC can provide; and (for eg, for remotely held capacity building workshops or for stakeholder engagement sessions linked to strengthening of legislation, polices or procedures);
 - f) Members COVID-19 related needs will need to be identified and prioritised for possible support to be provided by PIDC and partner organisations where there are gaps at the national level;

COVID-19 PIDC Response

7. In response to COVID-19, PIDC has continued to mobilise resources in collaboration with partner organisations to support Members. These include:
 - a) continued provision of information on travel restrictions impacting Members since February 2020 and support for implementation of regional activities to combat COVID-19 such as the Pacific Islands Forum Pacific Humanitarian Pathway – COVID-19 (PHP-C);
 - b) update of PIDC Model SoPs for Border Clearance of Disaster Relief Personnel;
 - c) development with OCO of Operation Akamau led by Australia to support Members operationalise PHP-C and combat COVID-19 if required; and
 - d) working with Australia to develop a PIDC COVID-19 Support Programme to best help the organisation and Members adapt to COVID-19. To support this work, Australia has provided PIDC with AUD500,000 to be utilised over the next two financial years.
8. Activities included in the PIDC COVID-19 Support Programme look to focus on three areas:
 - a) building communication capacity of PIDC Members through the provision upon request of a Communications Support Package to assist Members adapt to the new virtual communication reality. This will be crucial in allowing Members to engage and utilise PIDC technical assistance projects for workshops as well as institutional strengthening activities that require effective in-country engagement with stakeholders;
 - b) supporting Members to develop tailored SoPs and supporting training curriculums and modules that incorporate COVID-19 measures; and

- c) identifying any policy or operational gaps that Members may have that can be supported through PIDC or Operation Akamau.

Annual Work Plan and Budget Priorities

9. The AWPB 2020/ 2021 focuses on maintaining the momentum established by PIDC in its first three years since obtaining legal entity status in 2016. Key activities remain building the collective knowledge base contained in the PIDC Model products and supporting Members to adapt and use these resources as appropriate. While COVID-19 represents a significant issue in the delivery of this work, the Secretariat and Members will need to adjust their approach to the delivery of technical assistance to ensure that the various activities can still be implemented successfully resulting in real and meaningful reform in technical immigration areas.

10. Major activities planned for the 2020/2021 Financial Year include:

a) **Supporting Members adjust to COVID-19 through:**

- (i) the delivery of the PIDC Communications Package;
- (ii) provision of national support to introduce COVID-19 procedures into business operations and established training programmes;
- (iii) provision of technical and operational support as may be required where national needs are identified (for example in the provision COVID-19 PPE if required)

b) **strengthening the PIDC Information and Intelligence Network by:**

- (i) providing a **regional training workshop on Information and Intelligence for the PIDC Profiling and Intelligence Support Group** to enhance Members' capacity to combat border threats; and
- (ii) facilitating a multi-agency regional tabletop exercise for Members to be used as a model annual training exercise going forward;
- (iii) hosting a medium-term secondment (3 – 6 months) at PIDC Offices in Apia to support the universal roll out of APAN to Members;

c) **developing additional Model resources** and undertaking research to be used as appropriate by Members according to their national needs and environment in key areas. In addition to previous research currently being undertaken:

- (i) the development of training modules based on the Bali Process Model Curriculum;
- (ii) reprioritising a "best practice" guide on how to approach the market when seeking to procure, upgrade, or replace a Border Management System;

d) continuing to **strengthen Policy and Regulatory Frameworks** by:

- (i) delivering two² in-country technical missions to support the review of immigration legislation (Fiji, Niue and Vanuatu*); and

² An additional mission is scheduled as a secondary activity if resources permit.

* secondary activities will be undertaken if resources are available.

- (ii) supporting up to two missions (FSM, Tonga, Vanuatu*) with partner organisations to draft amending provisions for immigration legislation based on completed PIDC Reviews.
- e) **strengthening PIDC Members Institutional capacity** by delivering:
- (i) two remote missions³ to develop Strategic Plans to establish (a) planning frameworks; (b) long term objectives; (c) operational activities to achieve these goals; and (d) monitoring and evaluation frameworks;
 - (ii) two remote technical assistance missions⁴ to provide immigration data collection support; and
 - (iii) several short-term attachments/secondments to the PIDC Offices in Apia to support national projects for introduction of Standard Operating Procedures (SOPs), training curriculums, etc.
- f) **strengthening national capacity and domestic training capabilities** within the Membership through:
- (i) continued support of the first PIDC cohort undertaking the on-line Postgraduate Certificate/ Diploma in Border Security from the University of the South Pacific with second to be provided support in 2021;
 - (ii) recruitment of a PIDC Training manager for two years to deliver three technical assistance support missions per annum to establish national training programmes utilising PIDC model training curriculum and modules⁵; and
 - (iii) continued coordination support for training programmes provided by PIDC Members and partner organisations.

Table One: Revenue and Expenditure Summary

A. Projected Revenue		2020/2021
1.	Australia - Department of Home Affairs	888,560.00
2.	Australia - Department of Home Affairs - IBCP Support	50,000.00
3.	New Zealand - MBIE	304,000.00
4.	New Zealand - MFAT	660,000.00
5.	Members	109,356.00
6.	Host Country Support	90,000.00
7.	Deferred Income	1,288,560.00
Total Projected Revenue		3,390,476.00

³ An additional mission is scheduled as a secondary activity if resources permit.

⁴ Two additional missions are scheduled as secondary activities if resources permit.

⁵ Model Training Curriculum developed by Bali Process Regional Support Office and IOM for PIDC. Training modules for the curriculum will be developed by a PIDC contracted Consultant.

B. Projected Expenditure		
1.	Operations	280,000.00
2.	Salaries and related costs	980,000.00
3.	Capital Expenditure	35,000.00
4.**	Programme Expenditure	
	Core activities	1,733,000.00
	***Secondary activities	180,000
	Total Projected Expenditure	3,028,000.00
	Projected surplus (clears the threshold of approximately 2 months Secretariat expenditure)	362,476.00

Note:

*** Secondary activities will only be undertaken if (a) Staff are available to undertake the activities; and (b) there are savings from other budgeted activities resulting in sufficient resources being available.

Table Two: Detailed Summary of Revised Programme Expenditure (WST)

	Breakdown of Programme Expenditure	Proposed			Detail Programme				
		Acti vity	Cost	Core Activity	Costs	Secondary Activity	Costs	Total Activity	Costs
1	Oversight and Reporting	5	380,000	5	380,000			5	380,000
2	Consultancy Research 4	12	230,000	10	200,000	2	30,000	12	230,000
3	Regional Workshops - Profiling - APAN - NCP exercise - PEDCT	2	300,000	2	300,000			2	300,000
4	Legislation Modernisation Support Missions Ph 1 – Fiji, Niue Ph 2 – FSM, Fiji, Niue	4	80,000	2	40,000	2	40,00	4	80,000
5	Profiling Group Table Top Exercise	1	10,000	1	10,000			1	10,000
6	COVID-19 Support		350,000		350,000				
7	Information Sharing Working Group	2	40,000	2	40,000			2	40,000
8	Secondments - intelligence - APAN - Leadership - Technical	8	100,000	6	80,000	2	20,000	8	100,000

9	Support for In Country Technical Mission	8	80,000	6	50,000	2	30,000	8	80,000
10	Australia DHA IBCP - Support	2	50,000	2	50,000			2	50,000
11	Secretariat Travel - Representation and Advocacy	6	30,000	6	30,000			6	30,000
12	In Country Technical Mission - PEDCT Implementation	3	60,000	2	40,000	1	20,000	3	60,000
13	USP Postgraduate programme and Jan 2020 Cohort 1 funding	3	115,000	3	115,000			3	115,000
14	Support for Collaborative activities with Partner Agencies	2	5,000	2	5,000			2	5,000
15	Publications	3	10,000	3	10,000			3	10,000
16	Develop Strategic Plan Board x 2 RAM	2	40,000			2	40,000	2	40,000
17	Engagement with Former Members	1	3,000	1	3,000			1	3,000
18	PIDC Staff Capacity Development	4	30,000	4	30,000			4	30,000
	Total	68	1,913,000	57⁶	1,733,000	11	180,000⁷	68	

AWPB Activity Summary and Costs Implementation

11. Delivery of planned technical assistance activities will be undertaken remotely until the threat of COVID-19 has been effectively mitigated.
12. The technical assistance will continue to focus on:
 - a) developing and refining the PIDC Regional Immigration Modernisation Toolbox with the various model knowledge resources available to Members;
 - b) supporting Members adapt and implement the model resources based on national priorities
 - 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 57 core activities

⁷ from potential savings if available

13. The Secretariat will continue to engage with Members and development partners for technical experts where required to deliver the technical assistance required using where possible subject matter experts from Members.

Work Plan Structure

14. The PIDC AWPB 2020/ 2021 is based on the implementation of the Four Outputs contained in the RMS which have been aligned with the Strategic Plan.

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.

Work Plan Delivery

15. The AWPB 2020/2021 activities summarised in Table Two will be delivered through several modes including:

- a) one regional workshop;
- b) in-country technical assistance missions with specific outcomes and outputs to be developed as deliverables;
- c) undertaking of research to develop knowledge products and regional best practices on priority immigration issues for Members to utilise where appropriate; and
- d) facilitation of knowledge sharing through capacity building activities and secondments between PIDC Members as well as the Secretariat.

Budget

Financial Position

16. The organisation is currently in a stable financial position with:

- a) three-year funding of NZD 400,000 per annum agreed to with New Zealand's Ministry of Foreign Affairs and Trade for 2018 – 2021;
- b) three year Funding agreement of AUD500,000 per annum agreed to between PIDC and Australia's Department of Home Affairs for 2019-2022;
- c) Australia continuing to fund capacity building activities for Members under the International Border Cooperation Programme (IBCP) which is supported by PIDC;
- d) New Zealand MBIE funding for the 2019/2020 Financial Year coming to an end on 30th June 2020 but the Secretariat is in the process of working with MBIE to sign a 3 year funding agreement;
- e) continued support of annual contributions by Members toward the Members' Contribution Fund which now includes new member American Samoa and Tokelau;
- f) in-kind support for the Secretariat secured for the 2020/2021 Financial Year and beyond from the Government of Samoa for the rent and utilities of the current Secretariat offices; and

- g) the Secretariat achieving unqualified audit opinions from the PIDC external auditor since 2016.

Budget Summary

17. The 2020/2021 Financial Year will have a carryover surplus of WST 362,476 which is sufficient to cover 2 months of PIDC expenditure. It is anticipated that there will be a carry over at the end of the 2019/2020 Financial Year of approximately WST 1,288,560 which includes AUD500,000 that was provided by Australia in June 2020 to support Members adapt to COVID-19. Total budget income is projected at WST 3,390,476 with planned expenditure of WST 3,028,000 and a proposed carry over of WST 362,476 for the 2020/2021 Financial Year.

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

Income

19. The General and Member Contribution Funds represents the total budget income contribution of WST 3,390,476 for the 2020/2021 Financial Year. The total budget income represents:

- a. Principal Donor contribution of 1,852,560
- b. Project Specific Funding (IBCP Programme) of 50,000;
- c. Members Contributions of 109,356
- d. Host Country Support of 90,000; and
- e. Deferred Income of 1,288,560

Table Three: 2020/2021 Budget Income Summary

A. Projected Revenue		2020/2021	% of Budget	2019/2020
1.	Australia - Department of Home Affairs	888,560	26%	909,000.00
2.	Australia - Department of Home Affairs - IBCP Support	50,000	1%	-
3.	New Zealand - MBIE	304,000	9%	311,400.00
4.	New Zealand - MFAT	660,000	20%	692,000.00
5.	Members Contributions	109,356	3%	100,753.00
6.	Host Country Support	90,000	3%	-
7.	Deferred Income	1,288,560	38%	150,000.00

	Total Projected Income	3,390,476	100%	2,163,153.00
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Expenditure

20. Expenditure for the organisation is spent across three broad categories which accumulates to total expenditure of WST 3,028,000 and is represented as follows:

- a) Operational and Secretariat Expenditure – 42% (1,260,000);
- b) Capital Expenditure – 1% (35,000); and
- c) Programme Expenditure:
 - i. Core – 57% of total expenditure (1,733,000); and
 - ii. Secondary –180,000.

19. Operational and Secretariat expenditure accounts for all expenses related to operational and administration costs of the Secretariat which includes salaries, insurance, stationary, office equipment and maintenance, and any other expenses related to the day to day running of the organisation as well as salaries and related expenditure. There will be an increase in Capital expenditure by \$20,000 for 2020/2021 due to the new technical position planned in the budget. Operational and Secretariat expenditure and Capital expenditure represents 43% of total expenditure budget for the 2020/2021 Financial Year.

Table Four: 2020/2021 Budget Expenditure Summary

B. Projected Expenditure		2020/2021	% of expenditure	2019/2020	Movement against 2019/2020 Budget	
1.	Operations Cost	280,000	10%	225,000	24% INCREASE*	
2.	Salaries and other related costs	980,000	32%	770,000	27%	
3	Capital Expenditure	35,000	1%	15,000	133% INCREASE	
4.	Programme Expenditure (Core)	1,733,000	57%	1,032,200	68% INCREASE	
		3,028,000	100%	2,042,200.00	48% INCREASE	

** the increase of 24% in Operation expenditure is a result of taking into account expenses of the salaries for the new technical position plus the inclusion of the increase in communication costs for the high-speed internet cabling to cater for the demand in the virtual online meeting. These expenses were not included in the 2019/2020 budget.*

**The increase in the Capital expenditure also attribute to the technical position while the 68% in Programme Expenditure takes into account the COV-19 expenditure for member countries.*