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**Agenda item 3: Strategic Focus Area 4: Governance and Secretariat Support**

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**Recommendation**

The Board is invited to consider recommendations proposed under each of the agenda sub-items discussed below.

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**Agenda Item 3(a): Secretariat Activity Update**

**Purpose**

The purpose of the Secretariat Report is to inform the Board of the progress and achievements against planned annual activities as outlined in the 2022-23 Annual Work Plan and any specific challenges faced.

**Background**

2. The Secretariat will present a progress report on the Activity update including progress on the Annual Work Plan outcomes using a summarised traffic light reporting format. This financial year has been one of the most challenging on record for the Secretariat. While the 2022 RAM was held quite late in August, impacting delivery schedule by an entire quarter where the Secretariat had been required to deliver its activities within 3 quarters of the financial year. In addition, the Secretariat has been experiencing staffing challenges in the absence of a Deputy HOS and the resignation of the former Research Officer. Consequently, the Secretariat has had to manage these capacity challenges to effectively deliver on its Annual Work Plan

3. The major focus of the Secretariat's tasks following the 2022 Annual Conference in August 2022 was the HOS recruitment process, handing over of the Former HOS, adjustments and finalisation of Staff Individual Work Plans and progressing bilateral with individual members to confirm scheduling of approved activities and in-country technical assistances in this financial year. The lateness in hosting the 2022 Regular Annual meetings from the normal June window to August 2022 to accommodate reopening of borders and normalisation of border operations so that all members could hold their first face to face meeting impacted our workplan deliverable schedules. The late scheduling of the RAM had forced the Secretariat to (i) delay its Audit (ii) realign its Annual Work Plan schedule to the later Financial Quarters of this financial reporting year; being Quarter 2, 3 & 4.

4. Quarter 1 had primarily been taken up focussing on RAM and Board preparations, wrapping up of activities under the former HOS and our delayed Audit process. However, despite these challenges, the Secretariat has continued to implement PIDC activities working towards a 100% completion rate of all activities despite these challenges:

- Board Meeting: Fiji – August 2022
- PIDC Regular Annual Meeting: Fiji – August 2022
- Online Intelligence Management Training seminar: – August 2022
- One Intersessional Board Meeting: Virtual – September 2022
- Niue Phase One Legislation Review national consultations: Niue – September 2022
- Solomon Islands Phase One Legislation Review national consultations: Solomon– October 2022
- Audit: September-October 2022
- Increased partnership and coordination initiatives with regional and international organisations: November 2023- March 2023
- HOS Recruitment Completed: Virtual
- NCP/Profiling Group Regional Workshop: February 2023
- ISWG Meeting: February 2023
- Recruitment of new Research Officer: April 2023
- RAM 2023 Planning initiated and in Progress
- Strategic Plan and Website Development Support in Progress
- USP Masters Programme creation discussion progressed for Board consideration

5. In spite of competing priorities and a congested work schedule after the 2022 Regular Annual Meeting, the Secretariat has sought to advance a number of activities as directed by Members. Central to the Secretariat's ability to deliver these activities has been the support provided by Members who have supported the Secretariat in their work. A Traffick lights report is summarised in the next section of this report for ease of reference for the Board.

#### (a) Traffick Light Summary of Secretariat Report

Core Activity	Core Countries	Priority	Progress Update
Policy & Legislation Support	Solomon Islands	Core	Completed national consultations and on schedule to complete
	Niue	Core	Completed national consultations and Drafting Instructions still awaiting Niue advise
	Palau	Secondary	National Consultation scheduled for end of April 2023
Drafting of Legislation Support	Tonga	Core	Tonga to submit Contract of Legal Drafter
	Solomon Islands	Core	Dependent on phase 1 completion timeframe
	Palau	Secondary	Dependant on completion of Phase 1 scheduled for end of April 2023
Strategic Plan Development Support	Fiji	Core	Draft Strategic Plan submitted and awaiting advice from Fiji
	Vanuatu	Core	Scheduled for 1 <sup>st</sup> week of May
Training Curriculum Support	Nauru	Core	Scheduled for Quarter 4
	RMI	Core	Scheduled for Quarter 4
	Solomon Is.	Secondary	Scheduled for Quarter 4
SOPS Support	Tuvalu	Core	Scheduled for Quarter 4
	Samoa	Core	Scheduled for Quarter 4
	Tokelau	Secondary	Scheduled for Quarter 4
	Kiribati	Core	Scheduled for Quarter 3
	Tuvalu	Core	Scheduled for Quarter 3

Core Activity	Core Countries	Priority	Progress Update
BMS Support to review systems & operational environment	Tokelau	Secondary	Scheduled for Quarter 4
Website Support	Fiji	Core	Website developer Contract issued & Work to Begin
	Vanuatu	Core	Scheduled for quarter 4
COVID-19 Regional Support	All Members	Core	On track: COVID Funds projected to be fully utilised by end of June
Regional Training Programmes:			
1. Online Leadership Training	All Members	Core	On Track: Scheduled for Quarter 4
2. Online intelligence Management Programme	All Members	Core	Completed
3. Online National Immigration Codes of Conduct Training Workshop	All Members	Core	Scheduled for Quarter 4
4. NCP & Profiling Group Regional Workshop	All Members	Core	Completed
5. USP Postgraduate Diploma in Border Security	All Members	Core	Ongoing with USP confirmed for delivery of next course in 2023 academic year
6. Stakeholders Engagement		Core	Ongoing and on Track: <ul style="list-style-type: none"> <li>- Engagements completed and ongoing with OCO, PICP, IOM, UNDP, UNODC, APSC, PIFS, FFA, Pacific Fusion Centre &amp; PTCN</li> <li>- New partnership engagements with Biometric Institute, ICAO, CARICOM, EU through the Pacific Fusion Centre</li> <li>- USP on creation of Masters Programme for Border Security</li> </ul>
7. Research	1 regional research	Core	Quarter 4: Members 3 yearly Training Needs Analysis
Governance/ RAM & Board Meetings			Ongoing and on Track: <ul style="list-style-type: none"> <li>- One intersessional Board meeting completed</li> <li>- First Board meeting to be completed</li> <li>- Second PNG- Board meeting on Track</li> <li>- RAM 2023 Preparations on Track</li> </ul>

### Key

	Completed
	In progress
	To be completed/Delivered
	Delayed/Can't Complete

### Proposed Recommendations

The Board is invited to:

- (i) **note** and **endorse** the Secretariat Report; and
- (ii) **encourage** the Secretariat to continue implementing the Annual Workplan.

## Agenda Item 3(b) Financial Update

6. The financial update is for the period 01 October 2022 to 31 March 2023. The Financial update is provided at Board Meetings as a standard agenda item to inform the Board of the current state of PIDC finances. All figures are represented in Samoan tala (WST) unless stated otherwise.

### Financial Activity

#### Overall Performance

<b>Liquidity Ratio</b>	<b>4.8%</b>	Liquidity ratios measures how the company can repay its short-term debt. The higher the liquidity rate the better it is for the organisation. PIDC has a liquidity ratio of more than 1 which shows the organisation are in a good financial order to pay its short-term debt.
<b>Solvency Ratio</b>	<b>62.2%</b>	Measures the ability of any organisation to meet its long-term debt obligations. It is a good measure of the organisation financial health. PIDC has a good solvency ratio of 62% which indicates that the Secretariat can meet its long-term debt obligation.
<b>Current Ratio</b>	<b>5.9%</b>	The Secretariat have a good current ratio rate of more than 1 which indicates a good health financial obligation of the organisation.

### Solvency Analysis

7. As required under regulation 10.9 of the Financial Regulation and in mitigating foreign currency risk exposure and ensuring PIDC is able to meets its current and future obligations, a solvency analysis is undertaken using the formula:

$$\text{Solvency ratio} = (\text{After Tax Net Profit} + \text{Depreciation}) / \text{Total liabilities}$$

8. The solvency ratio is one of the various ratios used to measure the ability of an organisation to meet its long-term debts. The solvency ratio quantifies the size of a company's income (after tax if applicable), not counting non-cash depreciation expenses, as contrasted to the total debt obligations. The ratio provides an assessment of the likelihood of an organisation to continue congregating its debt obligations. As a general rule of thumb, a solvency ratio higher than 20% is considered to be financially sound. Generally, a lower solvency ratio of a company reflects a higher probability of the company being on default with its debt obligations<sup>1</sup>. The solvency ratio for PIDC for the third quarter ending 31 March 2023 was 62%.

### Overall Performance

9. For the period 01 October 2022 – 31 March 2023, the Secretariat received WST\$1,044,124 which was 49 % towards the overall revenue budget. The Secretariat had budgeted for \$1,094,000 but the actual received was \$49,876 less as shown in the table below because of currency exchange loss.

<sup>1</sup> www.investopedia.com

**TABLE 1: REVENUE**

No		Q 2 Oct-Dec	Q3 Jan-Mar	Totals	BUDGET	Performance
	REVENUE	ACTUALS	ACTUALS			Difference (Under)/over
1	New Zealand MFAT	\$668,043	-	\$668,043	\$680,000	(\$11,957)
2	New Zealand MBIE	\$300,619	-	\$300,619	\$315,000	(14,381)
3	Host Country- Samoa	\$22,000	22,000	\$44,000	44,0000	-
4	Member Contributions	\$19,767	11,695	31,462	55,000	(23,538)
	<b>Totals</b>	<b>1,010,429</b>	<b>33,695</b>	<b>1,044,124</b>	<b>1,094,000</b>	<b>(49,876)</b>

10. The revenue received was mainly from New Zealand Ministry of Foreign Affairs and Trade of \$668,043, New Zealand MBIE of \$300,619, Host Government Samoa \$44,000 and Members Contributions of \$31,462. The Secretariat had signed a one-year funding Agreement with Australia's department of Foreign Affairs and Trade of AUD \$500,000 for this current financial year. At the time of writing this report an invoice had already been sent for quarter 3 and quarter 4 and the Secretariat is expecting to receive payment in quarter 4 of this current financial year.

**TABLE 2: EXPENSES**

	EXPENSES	Q2 Oct-Dec	Q3 Jan-March	TOTALS	BUDGET	PERFORMANCE
	ACTIVITES	ACTUALS	ACTUALS			DIFFERENCE (Under)Over
1	Salaries & recruitment	191,975	173,917	365,892	561,755	(195,863)
2	Meeting Costs	16,737	298,159	314,896	360,000	(45,104)
3	Regional Support- Covid-19	62,191	58,869	121,060	183,207	(62,147)
4	Consultants	32,617	23,573	56,190	85,000	(28,810)
5	Communications	37,394	18,687	56,081	60,000	(3,919)
6	Overhead Cost	29,423	24,703	54,126	90,000	(35,874)
7	Staff Training	15,159	2,950	18,109	15,000	3,109
8	USP Programme	3,613	14,467	18,080	40,000	(21,920)
	Programme Activities	94,307	148,822	243,129	350,000	(106,871)
	<b>Totals</b>	<b>\$483,416</b>	<b>\$764,147</b>	<b>\$1,247,563</b>	<b>1,749,962</b>	<b>(\$497,399)</b>

11. Expenses for quarter 2 and quarter 3 was \$1,247,563. Expenditure breakdown is shown on table 2 above. The expenditure shown was mainly for the NCP and ISWG Meeting which was hosted in Fiji for the first time after a period of two years since the border opened. Also noted in the expenditure the expenses for the USP Post Graduate Programme and the Regional Support for Covid-19 support to Members. The Board should note that the Covid-19 Support will come to end on 30<sup>th</sup> June 2023. The Secretariat will continue to reach out to Members who have yet to receive Covid-19 Support before the end of this current financial year. At the end of quarter 3 the Secretariat have a savings of \$497,399. These are mainly

due to the savings from Salaries due to the short of staff the Secretariat is currently facing with delay in the recruitment of the Head of Secretariat and the Research Officer position. Secondly the delay in processing the payment of school fees to USP because Members do not send their invoices to the Secretariat on time.

### CASHFLOW AND QUARTER 4 FORECAST

12. Closing cash balance as at 31 March 2023 is at \$1,400,000. Expenditure for the next three months is forecasted to be WST1,422,984. There will be a number of activities anticipated for the next quarter which includes Regular Annual Meeting that will be held in Vanuatu, continuation of USP Post Graduate Diploma Programme, reviewing of the Secretariat’s staff capacity as well as the recruitment of the Deputy Head of Secretariat and the final roll out of the of the Covid-19 Support to Members. We also anticipated to have face to face Leadership Training as well as the Strategic Planning review for Vanuatu and Nauru.

**Table 3: Forecasted Expenditure in Quarter 4**

1. INCOME	<b>\$1015,000</b>
2. EXPENDITURE	
2a) Operation Costs	\$228,400
2 b) Salaries & remuneration	\$300,000
2b) Regional Support – Covid-19	\$54,584
2c) Regular Annual Meeting	490,000
2c) Programme Activities	\$350,000
<b>Total forecasted Expenditure</b>	<b>\$1,422,984</b>

#### Proposed Recommendations

The Board is invited to:

- (i) **note** the financial update provided by the Secretariat for the Period 1 October to 31 March 2023;
- (ii) **note** the solvency ratio demonstrating the organisation’s ability to meet its immediate and future obligations;
- (iii) **acknowledge Australia’s** continued support towards the organisation with the signing of the one-year funding agreement;
- (iv) **acknowledge** the continued support provided by Australia, New Zealand, Samoa as Host Country and for their continued financial support to the Secretariat;
- (v) **note** the expenditure breakdown provided for quarter two and quarter three and the expenditure forecast for quarter 4

#### **(b) Financial Audit Report Update 2021-2022**

13. The Board will recall in the last Board Meeting that the Secretariat presented the draft Audit Financial Statement for the year ended 30<sup>th</sup> June 2022 with an Unqualified Audit Opinion from the External Auditor BDO and seeks the Boards endorsement to finalise the Audit report and also to seek the Chair’s Signature.

### **Audit Opinion**

14. An unqualified audit opinion was expressed by the auditors showing no discrepancies or misstatement in the financial statement and has been presented according to the International Financial Reporting Standards (IFRS).

### **Update**

15. The Secretariat is happy to inform the Board that the Final Audited Financial Statement **Attachment 1** for the year ended 30<sup>th</sup> June 2022 has been finalised and signed by the outgoing PIDC Chair and the Secretariat are now in preparation for the upcoming Audit that will take place straight after the Regular Annual Meeting on the 1<sup>st</sup> week of July 2023.

### **Proposed Recommendations**

The Board is invited to:

- (i) **note** the final signing off of the Audited Financial Statement for the year ended 30 June 2022;
- (ii) **acknowledge** the Secretariat for the support provided in ensuring that the PIDC Audit are completed on time and Audit finalised.

### **Agenda Item 3(c): Members Contribution Fund Update**

16. A standard agenda in every Board Meeting, is the update of the Membership Contribution Fund. However, the update requires the timely payment of Members and Donors contribution to PIDC as these funds are essential for the Secretariat to organise Programme Activities that have been approved by the Board.

17. While the Secretariat has signed a one-year funding agreement with Australia, it should be noted that this has changed from past years where the Secretariat had always signed a 3-year funding agreement with Australia. The current funding arrangement of one year will come to end on 30<sup>th</sup> June 2023. However, the Secretariat will continue to work with Australia's department of Foreign Affairs and Trade in negotiating for the new funding agreement in the new financial year as Australia's current one-year funding agreement concludes on 30<sup>th</sup> June 2023.

18. The Secretariat continues to work with Members in trying to follow upon Membership Contributions. One of the many challenges that the Secretariat is facing with Members include:

- (a) Leadership changes at the national level with no handover discussions to members commitment to PIDC requiring the Secretariat to call around trying to identify the right person to send the invoice to in addition to briefing the incoming leadership on PIDC and their commitments as members, and secondly the
- (b) response received from Members that payments are on its ways but two months after there is still no payment received by the Secretariat.

19. The table below shows the outstanding contributions for Members & Donors contribution as at 31 March 2023.

Donors	WST\$	WST\$
Australia – Department of Home Affairs	\$453,736.15	453,736.15
Membership Contribution		
Current Year	\$51,717.94	
Prior Year Contributions	\$17,688.11	
Totals	\$69,406.05	
Members Outstanding Membership Fees plus donors	\$523,142.20	\$453,736.15
American Samoa	6,576.84	3,314.19
Solomon Islands	7,186.96	7,186.96
New Caledonia	12,800	
FSM	3,593.48	3,593.48
Niue	3,593.48	
Papua New Guinea	8,983.70	
RMI	5,390.00	
Tuvalu	3,593.48	3,593.48
Totals	\$51,717.94	\$17,688.11

20. The Board should take note that at the time of writing this report two of the Members that have owed fees from previous year contributions have processed their payment through to the Secretariat. Outstanding Membership from previous years stands at \$17,688.11. The Secretariat will continue to work with Members to ensure that they pay their respective outstanding contributions before the end of the financial year.

#### **Proposed Recommendations**

The Board is invited to:

- (i) **note** and **welcome** the Members & Donors contribution fund report for the 2022/2023 Financial year as required under the Financial Regulations; and
- (ii) **consider** approving the recruitment of an expert consultant that specialises in Membership fee's structure to review the Membership fees to be tabled to the Board and Members for consideration at the Regular Annual Meeting in June 2023.

### **Agenda Item 3(d): PIDC HOS Recruitment Update**

#### ***(i) HOS Recruitment Update***

21. The Board will recall at its last Intersessional Meeting at the Tanoa International Hotel in Fiji on 22 February, the Chair of the HR Committee updated the Board on the withdrawal of the 1st Candidate where the Board consequently endorsed the recommendations to appoint the second candidate, Mr Akuila Ratu. Mr Ratu had accepted the offer to take on the position of the Head of Secretariat.

22. The term is for 3 years and became effective on 22 February 2023. The incoming HOS has also accepted the salary offered to him which is 80% of Band 14 as it is within the Head of Secretariat salary band.

#### **Proposed Recommendations**

The Board is invited to:

- (iii) **Note** the update of the Head of Secretariat recruitment update
- (iv) **Congratulate** the new Head of Secretariat for accepting the Offer to take up the position as the PIDC Head of Secretariat

#### **(ii) Recruitment of the Deputy Head of Secretariat**

23. The appointment of the Deputy Head of Secretariat (DHOS) to the position of the Head of Secretariat creates the vacancy of the DHOS position. While the last HR consultant review report had recommended the disestablishment of the DHOS position and the subsequent recruitment of technical positions to be absorbed under the DHOS position when he completes his contract in September 2023. The Intersessional Board Meeting in Fiji, had approved for the immediate recruitment of the Deputy Head of Secretariat one month after the appointment of the Head of Secretariat. The Board had tasked the HR Committee to work with the new Head of Secretariat to undertake the immediate recruitment of the Deputy Head of Secretariat.

#### **Process for appointing the DHOS**

24. Employee regulations 21.5 provides:

*“When an aggregate period of six (6) years has been served by an Employee it shall be mandatory for that position to be re-advertised. The incumbent (other than Head of Secretariat) is eligible to apply and should the Head of Secretariat decide to reappoint the incumbent on merit they may do so provided a report is made to the Board and is therefore endorsed by the Board”*

25. Employee Regulations 19 further provides:

*The power to appoint an Employee (other than the Head of Secretariat) rests with the Head of Secretariat. The Board must authorise all new vacancies prior to the commencement of recruitment activity and the Human Resources Sub-committee must endorse a recruitment process, as delegated by the Board.*

26. In terms of a recruitment process, the recruitment of the Deputy Head of Secretariat can adopt the same process as the HOS recruitment which was outsourced to a Human Resource company that was awarded the recruitment contract. The recruitment firm managed the entire process from vacancy advertisements, candidate assessment, short listing to interviews and selection. While the HR Firm managed the recruitment administration and selection process, the Board through the appointment of a Selection Committee that included the Chair and HR Committee members were engaged in the shortlisting and the selection process of the individual candidates.

**Table 1: PIDC recruitment Timeline Activity**

Priority	Tasks	Timeline
1.	Contracting the recruitment company	24 April 2023
2.	DHOS recruitment period	01 May-12 May 2023
3.	DHOS Shortlisting and interview	22 -26 May 2023
4.	DHOS Selection	01 June 2023

27. Consequently, if we are to adopt the recruitment timeline in table 1, the new Deputy Head of Secretariat can be recruited in time to attend the Annual Regular Meeting in June to allow the new DHOS to meet the Members and Board.

**Proposed Recommendations**

The Board is invited to:

- (i) **approve** to outsource the recruitment of the DHOS position as per the process undertaken during the recruitment of the Head of Secretariat position with the support of the HOS and the HR Committee on the basis that it avoids additional administrative burden and costs to the Secretariat in managing the process

**Agenda Item 3 (e): Draft Annual Workplan & Budget 2023-24**

**Purpose**

28. This paper intends to discuss the draft Annual Workplan and Budget 2023-24 (AWPB) and seek the Boards consideration of the proposed programme of activities and process to finalise the Draft AWPB.

**Background**

29. The Pacific Immigration Development Community (PIDC) is currently in a stable financial position with continuing support from principal Donors Immigration New Zealand, Australia’s Department of Home Affairs and host country Samoa secured. The existing multiyear funding agreement with New Zealand’s Ministry of Foreign Affairs and Trade concludes in 2024. A new agreement is currently being negotiated at existing levels with Australia. The host country Samoa also continues its support at existing levels.

**Development of 2023-24 Annual Work Plan**

30. The draft Annual Work Plan (AWP) has been developed based on activities to advance PIDC Outcomes and outputs as agreed to by Members in the Strategic Focus Areas of the new Strategic Plan 2022-2024. Consequently, this first draft of the AWP has been developed based on national priorities provided by Members through specific activities prioritised by members through:

- (a) Regular Annual Meeting;
- (b) Board meetings;
- (c) Information Sharing Working Group meeting;
- (d) National Contact Points & Profiling Group Regional workshop; and
- (e) Direct engagements between Members and the Secretariats through meetings at Member requests.

31. The purpose of developing a first draft of the AWP leading up to the June Board meeting and 2023 Regular Annual Meeting, is to provide the Board more time to review the proposed programme of activities that can be adopted into the PIDC Workplan and budget for the 2023-24 financial period. This draft AWP provides a two-pronged approach in the development of the draft AWP detailed in **Table 1** below including: (i) continuation of current programme of work and (ii) proposal of new programme of activities that have been sourced from recommendations emerging from PIDC hosted regional forums, meetings and consultations as outlined in the aforementioned paragraph.

32. In terms of membership engagements on this respective programme of activities, this will be undertaken in May with recommendations to be incorporated into the final Draft Annual Work Plan 2023/24. The Secretariat anticipates additional activity recommendations emerging from a number of activities that are to be completed by May 2023 and this include the BMS in the Pacific regional workshop to be hosted in PNG and the Training Needs Analysis report to guide PIDC's capacity building programme for the next 3 years. Recommendations emerging from these upcoming activities are anticipated to feed into the final AWPB 2023/24 to be presented at the final Board meeting in June for final Board consideration and approval.

### Way Forward

33. In proposing the activities contained in the Workplan, the Secretariat has been cognisant of the fact that these for the most part represent Members' national priorities as communicated to the Secretariat. On this basis the Secretariat has tried to accommodate all Members recommendations where possible and if the work cannot be achieved within the timeframe allocated, the Secretariat will seek for this work to be advanced in the next financial year.

34. The Secretariat has discussed its capacity to deliver these activities and are confident that this work can be undertaken due to: (a) most of the work is to be delivered by consultant technical experts pending the eventual recruitment of new PIDC staff upon completion of the PIDC Staffing needs review; (b) the possible renewal of the contract of COVID-19 Programme Officer to Programme Officer to be tasked to support managing PIDC national projects under her specialist duties as instructed; and (c) partnership collaboration with members, regional and international partner organisations to jointly deliver a number of these proposed activities.

35. While the Board is requested to consider approving the proposed activities contained in the Draft Work Plan, the final phase of the AWPB development will involve the following by the end of May 2023 with findings/recommendations to be incorporated into the final draft for Board approval at the June meeting:

- a. BMS regional workshop in Port Moresby recommendations;
- b. A Training Needs Analysis report; and
- c. An individual online members' survey to identify their national priorities followed by bilateral meetings to explore these priorities.

### Proposed Recommendations

The Board is invited to:

- (i) **endorse** the proposed approach to drafting and finalising the 2023/24 Annual Workplan and Budget;
- (ii) **approve** the proposed new programme of activities; and
- (iii) **task** the Secretariat to complete the final phase of Drafting of the 2023/24 Annual Work Plan and Budget to be presented to Board Meeting No. 3 for final approval and RAM 2023 Member consideration endorsement.

Table 1 – Draft Annual Workplan Programme of Activities Summary

Draft PIDC Annual Work Plan Summary – Major Programmes 2023/24		
No.	Ongoing Programme Activities	Estimated Costing
1	Policy & Legislative Support	70,000
2	Legislation drafting Support	50,000
3	Introducing Training Curriculum	10,000
4	Standard Operating Procedures	10,000
5	Strategic Planning	10,000
6	Website Support to Members	80,000
7	BMS Planning Support <i>(To consider BMS Workshop recommendations)</i>	80,000
8	Regional Capacity Building Activities	10,000
9	Face to Face Leadership Training to Members	205,000
10	National Contact Point & Profiling Group Regional Workshop	275,000
11	ISWG Meeting	40,000
12	3 Annual Board Meetings	100,000
13	Hosting of Regular Annual Meeting	343,290
14	Support Hakili Matagi and ABF IBCP	
	<b>Proposed New Programme Activities</b>	
15	Members Intelligence Support Programme	30,000
16	Develop PIDC Information Sharing Network Standard Operating Procedures	30,000
17	USP Masters Programme Creation and Sponsorship	120,000
18	Development of Members National Action Plans for People Smuggling and Human Trafficking	
	<b>Capacity Building Training Support Programme</b>	
19	(i) Advanced online Excel Spreadsheet Training	10,000
20	(ii) Intelligence Analysis Training Course (Partnership programme)	30,000
21	(iii) Operational Secondment Programmes	30,000
22	(iv) USP Masters in Border Security Scholarship	80,000
23	Research Programme: Identifying regional immigration issues and trends. 2 Research Products: (i) I Member led Research; and (ii) Irregular Migration Report	
24	Publications: (i) Newsletters (ii) Training Curriculum Publications (iii) Annual Reports and Research Publications	15,000
25	Partnership Regional Workshops: (i) Biometrics Good Practice <i>(Support members biometrics journey)</i> (ii) Migration Policy Development Workshop <i>(Support Members develop migration policies)</i>	
	<ul style="list-style-type: none"> <li>Work recommended from IBMS in the Pacific regional Workshop in Port Moresby to be incorporated in activity No.7</li> <li>TNA 2023 recommendations to be also incorporated into PIDC Capacity Building Training Support Programme</li> </ul>	
	<b>Total Estimated Costing</b>	<b>1,628,290</b>

### Agenda Item 3 (f): Draft PIDC Annual Report

#### Purpose

36. This paper seeks to update the Board on the drafting of the PIDC Annual Report 2021-2022 including the content of the report and proposed timelines on the development of the final draft of the Annual Report.

#### Background

37. The publication of the PIDC Annual Report is an important organisational reporting requirement to members, donors and all stakeholders interested in PIDC as a mandated regional Body for the purposes of transparency and accountability to its members, Donors and partner organisations. The report is important in keeping track of the Secretariats activities and whether it's meeting its targets set out in its Strategic Plan. This Annual Report updates its stakeholders on PIDC's ongoing efforts to strengthen our members border control processes and systems and more importantly maintaining and upholding the organisations core values of good governance, the rule of law and integrity.

38. As part of its drafting process, the Secretariat has adopted a reporting framework that is based on key outputs outlined in the PIDC Strategic Plan for the purposes of providing clarity on the link between the programme activities against the specific Strategic Plan outputs. As the reporting period falls under the old Strategic Plan 2019-22, the activities will be consequently reported under specific output areas in this Strategic Plan.

#### Annual Report 2021-2022

39. On the outset, it should be noted that the reporting period is recorded as one of the most challenging for the region and globally as international borders were closed and PIDC has had to readjust and remodel how it engaged and supported members during this period. However, the Annual Report will include updates on PIDC activities undertaken under the respective Outputs as summarised below:

##### *Output 1: PIDC Secretariat provides a centre for advice, research, information sharing and analysis on relevant immigration issues*

- Legislative review support provided to three member countries including Solomon Islands, Tuvalu and Niue. There was also on-going work to finalise Samoa and Tonga's legislation review projects.
- Online SOP technical support to Nauru, Republic of Marshall Islands and Fiji. This included national consultations for Nauru and RMI and Fiji finalising its SOP except for Compliance and Intelligence.
- Technical Research support including research on (i) Regional Advanced Passenger Information Opportunities to strengthen the ability of border agencies on profiling travellers and the risk they pose; and (ii) PICT COVID-19 Immigration Border Control and Reopening of Borders that focused on providing guidance to Immigration Directors and their agencies on key legal, policy and operational actions and processes to consider to prepare for the eventually lifting of international travel restrictions across the region.
- Intelligence updates and efforts to maintain PIDC's intelligence network and information sharing following the impact of COVID-19.

*Output 2: PIDC Secretariat is a regional coordination point for information liaison, advocacy/representation, and agenda setting.*

- Report on ongoing work and regional collaboration with border security regional partners. PIDC's involvement through the Secretariat in regional forums and technical working groups such as the PIFS FOC Sub-committee on Regional Security; PHP-C Regional Taskforce; TWG on Pacific COVID-19 Vaccination Certificate for Cross Border Travel; TWG to develop a Regional TNOC Distribution Strategy; and others.
- Update on work under the Declaration of Partnership (OCO, PICP & PIDC) and immigration-based programmes in the Pacific in partnership with IOM, UNODC and UNHCR.

*Output 3: PIDC delivers a programme of immigration capacity building.*

- Update on PIDC regional training delivered within the reporting period including:
  - (i) PIDC Regional Training for Intelligence Manager successfully delivered online;
  - (ii) PIDC Train the Trainer Programme on the (i) PIDC Model Training Curriculum and Modules Programme and (ii) PIDC Training Curriculum nationalisation programme.
  - (iii) PIDC Training Curriculum Nationalisation Programme completed for Kiribati, Fiji and Samoa.
  - (iv) PIDC Regional Strategic Support provided online to three members – Palau, Tuvalu and RMI.
- The progress of the COVID-19 Support Programme providing support to members to adapt to the impacts of COVID-19 pandemic;
- The PIDC-USP Postgraduate Diploma in Border Security that 31 PIDC Member officers completed, and work to advance the programme to a Border Security Masters degree.
- Collaboration with the Australia Border Force to deliver the Australia Border Fundamental Course.
- Continued collaboration with Hakili Matagi programme.

*Output 4: PIDC's internal governance supports a functioning organisation including: the Secretariat, the Board and an Annual Conference that meets the needs of Members.*

- Update on Board meetings held within the reporting period;
- Secretariat recruitment and HR Secretariat review;
- Financial update including: (i) Income and Expenditure Statement; (ii) Financial Position of the organisation; (iii) Statement of Changes in equity and (iv) Cash Flows.

40. The Annual Report will also include the Chairman's keynote address and a note from the Head of Secretariat highlighting key achievements of the organisation in the reporting period.

## **Way Forward**

41. In terms of finalising the Draft Annual Report in the lead up to this years Regular Annual Meeting, the following timeline of activities has been mapped out to meet the objective of presenting an approved Annual Report publication by the 2023 RAM in June in Vanuatu:

<b>Activity</b>	<b>Timeline</b>
Finalisation of Draft Annual Report	15 <sup>th</sup> May 2023
Intersessional Board Review of Draft Annual Report and approval to publish report	22 May 2023
Design and Publication of Annual Report	09 June 2023
Annual Report Presented to RAM 2023	20 June 2023

42. In this regard, it is proposed that a final draft of the Annual Report 2021-2022 will be circulated to the Board in mid-May 2023. Where the Board will be given a one-week period to review and provide any final comments on the Annual Report in addition to approving the publication and presentation of the Annual Report at the 2023 RAM in Vanuatu. It should be noted that a working Draft has been developed and the Secretariat should be able to meet the proposed timelines to finalise this report.

### **Proposed Recommendations**

The Board is invited to:

- (i) **note** the work being undertaken to draft the Annual Report;
- (ii) **approve** the timeline of activities to draft and finalise the Annual report; and
- (iii) **encourage** members to provide final comments to the draft Annual Report when circulated; and
- (iv) **encourage** the Secretariat to work towards finalising the Annual Report before the RAM 2023.