



Pacific Immigration Development Community

Annual Work Plan and Budget 2021/2022 Summary

Budget Summary

- 1) The Pacific Immigration Development Community (PIDC) is currently in a stable financial position with multi-year funding from principal donors Immigration New Zealand, Australia's Department of Home Affairs and host country Samoa secured. The existing multi-year funding agreement with New Zealand's Ministry of Foreign Affairs and Trade concludes in 2021 and a new agreement is currently being negotiated at existing levels.
- 2) The forecasted 2021/2022 budget income is WST **3,614,000** consisting mainly of contributions from Principal Donors, PIDC Members and the PIDC Host Country. Projected expenditure is WST **3,224,000** with primary cost driver expenditure levels being 52% Programme expenditure, 37% Operations, Secretariat and Capital expenditure and a 11% carry over that will be partially utilised to undertake secondary activities as prioritised¹ increasing current Programme expenditure levels. A summary of the revenue and expenditure is contained in Table One with budget income and expenditures summarised in Table Two and Table Three respectively.
- 3) The major programmes of the Annual Work Plan and Budget (AWPB) 2021/2022 are listed in Table Four. The proposed AWPB activities seek to advance existing work priorities identified in the strategic work plan; carried over from the 2020 Special General Meeting or agreed to by the PIDC Board or ISWG; or specifically raised by Members in their engagement with the Secretariat.
- 4) The 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 (a) Staff have sufficient time to undertake the activities; and (b) there are savings from other budgeted activities resulting in sufficient resources being available.
- 5) The AWPB builds upon an existing PIDC approach to strengthen PIDC Members' decision making by: (a) developing a toolbox of regional information resources (agreed best practices and PICT specific Research) for Members to utilise according to national circumstances; (b) building the capacity of Members in policy development and undertaking specific immigration technical operations especially in response to COVID-19; and (c) supporting Members to effectively engage and communicate in response to potential border security threats.
- 6) Table Five provides a detailed summary of the AWPB with reference to business as usual items (BAU) and reasons why: (a) specific Programmes and activities were proposed for implementation; and (b) specific countries were selected for technical assistance activities. Tables Six and Seven provide a summary of the PIDC Strategic Plan 2019 – 2021 and the PIDC Results Management Suite to identify outcomes and objectives agreed to by Members in previous Regular Annual Meetings.
- 7) For the 2021/2022 financial year, current priorities include:

- a) Providing support to Members in responding to COVID-19 in managing current international travel restrictions, ensuring staff safety, managing communication in a COVID-19 environment, and potential reopening of borders;
 - b) Providing capacity building activities for both Members' organisations and their staff at the national and regional levels in key areas through:
 - Enhanced Capacity Building coordination;
 - A Regional PIDC Online Training Programme on Key Skills;
 - A series of one off Regional Workshops on thematic or technical immigration areas;
 - National in-country technical assistance programmes to strengthen legislation, Standard Operating Procedures, strategic planning and training curriculums; and
 - Support for Immigration officers to attend the USP Post Graduate Diploma on Border Security
 - c) Continuing to lead research into key immigration issues prioritised by Members through developing additional model resources and knowledge products to guide Members' decision-making.
- 8) Major activities proposed for this Financial Year include:
- a) Coordinating delivery of three online **Regional Training Programmes** for Executive Officers, senior managers and Trainers in:
 - Leadership;
 - Establishing and managing Intelligence Processes; and
 - Train the Trainers
 - b) Continuing financial support through PIDC Scholarships for immigration officers to attend the **on-line Postgraduate Certificate/Diploma in Border Security** from the University of the South Pacific;
 - c) Hosting of a series of one-off **regional training workshops** on technical and thematic issues for Members in areas such as:
 - (i) Standard Operating Procedures
 - (ii) PIDC Model Training Curriculum
 - (iii) PIDC Intelligence Products and Services
 - (iv) How to deliver effective presentations
 - (v) Measuring immigration performance at the national level
 - (vi) Immigration Crimes - main criminal activities in PICTs
 - (vii) Human Trafficking and People Smuggling
 - (viii) Code of Conduct and Corruption
 - (ix) Migration Policy for PICTs
 - d) Hosting an **online Training for PIDC National Contact Points** to strengthen the PIDC Information and Intelligence Network;
 - e) Undertaking **Research on key immigration issues** related to:
 - (i) COVID-19 and Re-opening of borders - Role of Pacific Islands Immigration Agencies;
 - (ii) People Smuggling, Human Trafficking and Irregular Migration Report*;

- (iii) The use of mobile applications such as PSCA and possible applications to the Pacific Islands and PIDC Members;
 - (iv) PIDC model website functionality for immigration agencies;
 - (v) BMS Border Management Functionality for PIDC Members*; and
 - (vi) Developing a PIDC Model National Action Plan for Human Trafficking and People Smuggling*
- f) Delivering **in-country technical assistance** to build staff and organisational capacity to:
- (i) Strengthen and modernise legislation and policy frameworks;
 - (ii) Strengthen and modernise Standard Operating Procedures;
 - (iii) Establish or strengthen Training Curriculums;
 - (iv) Strengthen Data collection processes; and
 - (v) Draft 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.

Development of the Annual Work Plan

- 9) The AWPB has been developed based on activities to advance PIDC Outcomes and outputs as agreed to by Members in the Results Management Suite and the Strategic Plan 2019 – 2021.
- 10) The activities and national technical assistance projects were for the most part prioritised by Members through:
- a) An online members' prioritisation survey (AWPB OMP Survey) completed by Members in March to May 2021 consisting of 5 questions;
 - b) A Training Needs Analysis undertaken by the Secretariat in 2020;
 - c) Specific activities either recommended by the PIDC Board or the Information Sharing Working Group; and
 - d) Direct engagement between Members and the Secretariat through meetings or Member requests.
- 11) 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 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.

Implementation

- 12) Members are strongly encouraged to determine national priorities and then engage with the PIDC Secretariat to determine what support can be provided through PIDC.

Table One: Revenue and Expenditure Summary

A. Projected Revenue		2021/2022
1.	Australia - Department of Home Affairs	950,000
2.	New Zealand - MBIE	305,000
4.	New Zealand - MFAT	660,000
5.	Members	109,000
6.	Host Country Support	90,000
7.	Deferred Income (COVID-19 funds, ongoing programme activities, Secretariat reserve carry over)	1,500,000
Total Projected Revenue		3,614,000
B. Projected Expenditure		
1.	Operations	280,000
2.	Salaries and related costs	1,044,789
3.	Capital Expenditure & Staff Capacity building	30,000
4.**	Programme Expenditure	
	Core activities	1,869,211
	***Secondary activities	195,000
Total Projected Expenditure		3,224,000
Projected surplus (clears the threshold of approximately 2 months Secretariat expenditure)		390,000





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: 2021/2022 Budget Income Summary

A. Projected Revenue		2021/2022	% of Budget	2020/2021
1.	Australia - Department of Home Affairs	950,000	26%	888,560
2.	Australia - Department of Home Affairs - IBCP Support	-		50,000
3.	New Zealand - MBIE	305,000	8%	304,000
4.	New Zealand - MFAT	660,000	18%	660,000
5.	Members Contributions	109,000	3%	109,356
6.	Host Country Support	90,000	3%	90,000
7.	Deferred Income	1,500,000	42%	1,288,560
	Total Projected Income	3,614,000	100%	3,390,476

Table Three: 2021/2022 Budget Expenditure Summary

B. Projected Expenditure		2021/2022	% of expenditure	2020/2021	Movement against 2020/2021 Budget	
1.	Operations and Secretariat Expenditure	1,324,789	41%	1,260,000	5% INCREASE*	
2.	Capital Expenditure	30,000	1%	35,000	14% DECREASE	
3.	Programme Expenditure (Core)	1,869,211	58%	1,733,000	8% INCREASE	
		3,224,000	100%	3,028,000	6% INCREASE	

** the increase of 5% in Operation expenditure is a result of taking into account expenses of the salaries for the two new positions plus the inclusion of the increase in communication costs to cater for the demand in the virtual online meetings*

Table Four

PIDC Annual Work Plan Summary - Major Programmes 2021/2022

PIDC Annual Work Plan Summary - Major Programmes 2021/2022											
A1	In-country technical assistance	Member One	Member Two	Member Three	Member Four	Core Activity	Costs	Secondary Activity	Costs	Total Costs	
1	Legislation review	Solomon Islands	Tuvalu	Niue		2	80,000	1	30,000	110,000	
2	Legislation drafting	Tonga	Solomon Islands	Niue	Samoa	2	120,000	2	40,000	160,000	
3	Introducing Training Curriculum	Fiji	Kiribati	Cook Islands	Samoa	2	70,000	1	20,000	90,000	
4	Standard Operating Procedures	Cook Islands	Tokelau	American Samoa	Samoa	2	80,000	1	20,000	100,000	
5	Strategic Planning	Palau	Tuvalu	Republic of the Marshall Islands		2	70,000	1	20,000	90,000	
6	BMS Planning Support	Kiribati	Tuvalu	Federated States of Micronesia		2	80,000	1	20,000	100,000	
A2	Regional Capacity Building Activities										
7	Leadership	Regional Training Programme for all Members					1	60,000	1		60,000
8	Intelligence Management	Regional Training Programme for all Members					1	60,000	1		60,000
9	Train the Trainers	Regional Training Programme for all Members					1	60,000	1		60,000
10	Regional NCP and PISG Exercises	Regional Training Programme for selected Members					3	5,000	3		5,000
11	Support Hakili Matagi and ABF IBCP	Secretariat support									

A3	Regional Workshops / Webinars using Zoom					8	40,000	4	20,000	60,000
12	USP Training Programme						120,000	3		120,000
A4	Research									
13	COVID-19					1	40,211	1		40,211
14	People Smuggling, Human Trafficking, Irregular Migration Report					1	40,000	1		40,000
15	The Use of Mobile Applications					1	40,000	1		40,000
16	PIDC Model Website							1	15,000	15,000
17	BMS Border Functionality					1	40,000	1		40,000
18	Model National Action Plan for HT and PS							1	10,000	10,000
A5	Internal Governance & running organisations including RAM and Board Meetings						1,767,789			1,767,789
19	Other Business as usual ongoing activities						151,000			151,000
A6	COVID-19 Support Programme									
20	Policy Mainstreaming/reopen borders						30,000			30,000
21	Ongoing support PPE						205,000			205,000
22	Covid -19 operational guide Support						45,000			45,000
23	COVID-19 national projects						20,000			20,000
						30	3,224,000	13	195,000	3,419,000

2021/2022 ANNUAL WORKPLAN BUDGET										
0	Key Work Areas	Details Activities	Regional Prioritisation	Activities to be undertaken	National Prioritisation	National Outcomes	PIDC Short Term Outcomes (RMS)	PIDC Medium Term Outcomes (RMS)	PIDC Long Term Outcomes(RMS)	Cost
	Subtotals									
	1. Policy and Legislative Modernisation Support Programme									
	Review of Immigration Legislation	Ranked third overall on Members Policy and Operational Priorities in online survey of Members' priorities for AWPB March - April 2021	1.1 Solomon Islands*	Secretariat to engage Consultant to provide technical assistance to: Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Solomon Islands immigration legislation reviewed with Drafting Instructions completed that identify recommended improvements to strengthen immigration legislation, policies, procedures and border management	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	60,000	
1.2 Tuvalu			Provided specific request for Passport support as part of AWPB - OMP Survey	Tuvalu immigration legislation reviewed with Drafting Instructions completed that identify recommended improvements to strengthen immigration legislation, policies, procedures and border management	20,000					
1.3 Niue			Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Niue immigration legislation reviewed with Drafting Instructions completed that identify recommended improvements to strengthen immigration legislation, policies, procedures and border management	20,000					
2. Research Programme to support PIDC Objectives										
	Drafting of Immigration Legislation	Phase two of PIDC Legislation Modernisation Programme Drafting of Immigration Legislation	2.1 Tonga*	Secretariat to engage Consultant to provide technical assistance to: Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Tonga able to enact strengthened and modernised legislation, policies, procedures to manage borders and immigration functions	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	20,000	
2.2 Solomon Islands			Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Solomon Islands able to enact strengthened and modernised legislation, policies, procedures to manage borders and immigration functions	20,000					
2.3 Niue			Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Niue able to enact strengthened and modernised legislation, policies, procedures to manage borders and immigration functions	20,000					
2.4 Samoa			Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Samoa able to enact strengthened and modernised policies, legislation, regulations and procedures to manage borders and immigration functions	40,000					
	PIDC Secretariat provides a centre for advice, research information sharing and analysis on relevant immigration issues	COVID-19 and Reopening of borders - Role of Pacific Islands Immigration Agencies	Topical issue raised through Board and direct Member engagement	Secretariat to engage Consultant to develop research	Members provided with initial Roadmap for Reopening of Borders based on research on international and regional standards and best practices, shared experiences specifically for Pacific Island Countries and Territories	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	40,211	
		PSHTIM Report*	Annual PSHTIM Report endorsed by Members as a Workplan activity at previous RAMs	Secretariat to engage Consultant to support drafting of Report	Members provided with clear empirical analysis of cases and trends on transnational organised crime occurring in the PICT region	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	30,000	
		The use of mobile applications such as PSCA and their application to the Pacific Islands and PIDC Members	Raised by Board for ISWG to consider and endorsed by ISWG	Secretariat to engage Consultant to develop research	Members provided with research on how to best use new technology to support their national and regional immigration activities	(1) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	40,000	
		PIDC model website functionality for immigration agencies	Raised as a recommendation by a number of reports	Secretariat to engage Consultant to develop research	Members provided with a model resource on how to set up and use websites in addition to a 'ready to adapt' website framework and common service provider recommended by PIDC to utilise online connectivity to support their national and regional immigration activities	Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	20,000	
1										

		BMS Border Management Functionality for PIDC Members*	Significant issue raised by Members requiring Secretariat Support and also identified by NCP Workshop 2020	Secretariat to engage Consultant to develop research		Members provided with: (1) a detailed national analysis of their BMS capacity and needs; (2) a draft Terms of Reference for the purchase of a BMS system to utilise to engage Donors or national Treasuries; and (3) technical support to review any bids received	Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	40,000	
		Develop a PIDC Model National Action Plan for Human Trafficking and People Smuggling*		Secretariat to advance with support of Australia		(1) Members provided with a national blueprint to coordinate activities to combat Human Trafficking and People Smuggling; and (2) PIDC makes an international statement of its continued commitment to combat Transnational Crime	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific. (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	10000	
		3. Support for data collection									
		Online PEDCT training for Trainers based upon New Zealand advice	Ranked third overall on Members Capacity Building Priorities in online survey of Members' priorities for AWPB March - April 2021	New Zealand and Secretariat to advise Members of next steps pending advice from New Zealand Statistics - requests for support received from Tuvalu, American Samoa and (RMI and Cook Islands)		Members provided with simple editable Excel Spreadsheet tool it can adapt to collect, store, and analyse immigration and law enforcement data to support national and regional: (1) border security and law enforcement efforts; (2) targeting and profiling; and (3) statistical collection	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	30,000	
		4. PISG and NCP Support									
		5. Development and sharing of information on intelligence									
		Regional information collection exercise		Secretariat to implement with the support of PTCN		Members able to undertake a regional information collection plan to identify trends for targeting and profiling purposes				5,000	
		Three multi-agency Table Top exercises		Secretariat to implement		Members able to strengthen national and regional information sharing by identifying national weaknesses and gaps	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	5,000	
		Three online Training Webinars*		Secretariat to implement		PISGs and NCPs upskilled in information and intelligence gathering, analysis and sharing activities				3,000	
		Subtotals									
2	PIDC Secretariat is regional coordination point for	1 Represent PIDC and engage with Regional and International partner organisations.									12,000.00
		2 Operationalisation of Declaration of Partnership (Separate Joint Meeting of Heads of Secretariat for PIDC, PICP, and OCO)									
		3. Develop publications and update website to keep stakeholders updated with PIDC activities									
		Subtotals									
		Technical Country Support Programmes									
		1. Coordinate and support capacity Building activities for Members									
		2. PIDC Regional Capacity Building Programmes									
		Leadership Programme - 12 month training focusing on leadership development	(1) Ranked second overall on Members Capacity Building Priorities in online survey of Members' priorities for AWPB March - April 2021 (2) Ranked third overall by Members in PIDC TNA 2020 for PIDC Coordinated Training Category	Secretariat to engage Consultant		Next Cohort of PIDC Executive and Senior Immigration Officers developed to strengthen strategic and operational capacity at institutional, national and regional level	Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T60,000.00	
		Intelligence Management Programme - 12 month training focusing on developing intelligence managers	(1) Ranked first overall in ranking requests by Members in PIDC TNA 2020 for <i>PIDC Advanced Training Category</i>	Secretariat to engage Consultant		Members able to establish institutional reform to introduce intelligence functions that can effectively support border security activities	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T60,000.00	
		Train the Trainers Programme - 12 month training focusing on developing PIDC Trainers	Ranked first overall by Members in PIDC TNA 2020 for PIDC Coordinated Training Category	Secretariat to engage Consultant		Group of PIDC trainers developed to support Members introduce/strengthen/assist with the development of national training immigration curriculum and modules for Members	Immigration officers are upskilled in border security; Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T60,000.00	

3. PIDC One off Technical Online Workshops	One off capacity building skills Webinars to provide Immigration training in specific technical areas		Secretariat to engage Consultant for one off technical presentation						
	SOPs*	Ranked first overall on Members Policy and Operational Priorities in online survey of Members' priorities for AWPB March - April 2021	Secretariat to engage Consultant for one off technical presentation		Members understanding strengthened on PIDC SOP Programme and able to better understand whether they should engage PIDC SOP Technical Support	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T20,000.00
	PIDC Model Training Curriculum	Ranked first overall on Members Capacity Building Priorities in online survey of Members' priorities for AWPB March - April 2021	Secretariat to engage Consultant for one off technical presentation		Members understanding strengthened on PIDC Model Training Curriculum and able to better understand whether they should engage PIDC Technical Support	(1) Immigration officers are upskilled in border security	Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T18,000.00
	PIDC Intelligence Products and Services	(1) Ranked second on Members priorities in PIDC TNA (Training on specialist immigration courses and upskilling of immigration knowledge) (2) Key component of ISWG activities	Secretariat to deliver		Members understanding strengthened on PIDC Model Training Curriculum and able to better understand whether they should engage PIDC Technical Support	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends (4) Immigration agencies understand their role in economic development	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific (3) Improved regional participation and collaboration and advocacy by Immigration Agencies in the Pacific in regard to economic development, immigration and border security initiatives	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T5,000.00
	PIDC Intelligence Products and Services	(1) Ranked second on Members priorities in PIDC TNA (Training on specialist immigration courses and upskilling of immigration knowledge) (2) Key component of ISWG activities	Secretariat to deliver		Members understanding strengthened on PIDC Model Training Curriculum and able to better understand whether they should engage PIDC Technical Support	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T5,000.00
	Presentations - how to make effective presentations	Internal training already provided for PIDC Staff to be delivered to Members if approved	Secretariat to deliver		Immigration senior officers selected by Members upskilled on how to make effective PowerPoint presentations on immigration issues and confidence strengthened	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T5,000.00
	Immigration Operations - Measuring performance at the national level	To support Strategic Planning which is ranked second overall on Members Policy and Operational Priorities in online survey of Members' priorities for AWPB March - April 2021	Secretariat to engage Consultant for one off technical presentation		Members upskilled on monitoring and evaluation of core immigration activities strengthen for strategic planning and securing of additional (and allocation) of resources	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends (4) Immigration agencies understand their role in economic development	(2) Improved capability of immigration and border services in the Pacific (3) Improved regional participation and collaboration and advocacy by Immigration Agencies in the Pacific in regard to economic development, immigration and border security initiatives	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T35,000.00
	Immigration Crimes - main criminal activities in PICTs		Secretariat to deliver with support of Members. Presentation information already provided as part of PIDC Model Training Curriculum Modules		Members understanding strengthened on common immigration crimes in the region and the elements that make up these offences	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T10,000.00

PIDC delivers a programme of immigration capacity building						Members understanding strengthened on PIDC Model Training Curriculum and able to better understand whether they should engage PIDC Technical Support	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends (4) Immigration agencies understand their role in economic development	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T20,000.00	
						Members understanding strengthened on PIDC Model Training Curriculum and able to better understand whether they should engage PIDC Technical Support	(1) Immigration security gaps, needs and actions are identified (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T5,000.00	
	4. National in-country technical assistance Programme				Providing in-country technical assistance to priority needs identified by Members						
		Introducing Immigration Training Curriculum	Ranked first overall on Members Capacity Building Priorities in online survey of Members' priorities for AWPB March - April 2021	Fiji	Ranked as No1 national priority for Capacity Building in AWPB - OMP Survey March - April 2021	Fiji Immigration national training capacity strengthened/introduced using PIDC Model Training Assistance and Technical Support	(1) Immigration Officers are upskilled in Border Security (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T40,000.00	
				Kiribati	Ranked as No1 national priority for Capacity Building in AWPB - OMP Survey March - April 2021	Kiribati immigration national training capacity strengthened/introduced using PIDC Model Training Assistance and Technical Support				T10,000.00	
				Cook Islands	Ranked as No1 national priority for Capacity Building in AWPB - OMP Survey March - April 2021	Cook Islands immigration national training capacity strengthened/introduced using PIDC Model Training Assistance and Technical Support				T10,000.00	
				Samoa	Ranked as No1 national priority for Capacity Building in AWPB - OMP Survey March - April 2021	Samoa immigration national training capacity strengthened/introduced using PIDC Model Training Assistance and Technical Support				T10,000.00	
		Standard Operating Procedures	Ranked first overall on Members Policy and Operational Priorities in online survey of Members' priorities for AWPB 2021 Completing Fiji, Nauru and RMI* Beginning Cook Islands, Tokelau, Samoa (Establishing an Intelligence Unit) Pilot Project	Cook Islands	Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Cook Islands immigration Standard Operating Procedures developed/strengthened based on national circumstances and priorities and regional and international standards and best practices	(1) Immigration Officers are upskilled in Border Security (2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T15,000.00	
				Tokelau	Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Tokelau immigration Standard Operating Procedures developed/strengthened based on national circumstances and priorities and regional and international standards and best practices				T20,000.00	
				American Samoa	Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	American Samoa immigration Standard Operating Procedures developed/strengthened based on national circumstances and priorities and regional and international standards and best practices				T20,000.00	
				Samoa (Supporting establishment of an Intelligence Unit Pilot Project)	Engaged directly with the PIDC Secretariat identifying this support for its Intelligence unit as a national priority	Samoa immigration Standard Operating Procedures developed/strengthened based on national circumstances and priorities and regional and international standards and best practices				T18,000.00	
			Secretariat to engage Consultant to provide technical assistance to:		Palau strengthens strategic coordination of activities by developing a strategic plan using model PIDC Immigration Framework that provides clear national vision, priority work areas, coordination and implementation plan, change management plan, introduces/strengthens continuous improvement and intelligence, and identifies resources for implementation				T20,000.00		
			Palau	Based on initial discussions with new Director of Border Services							

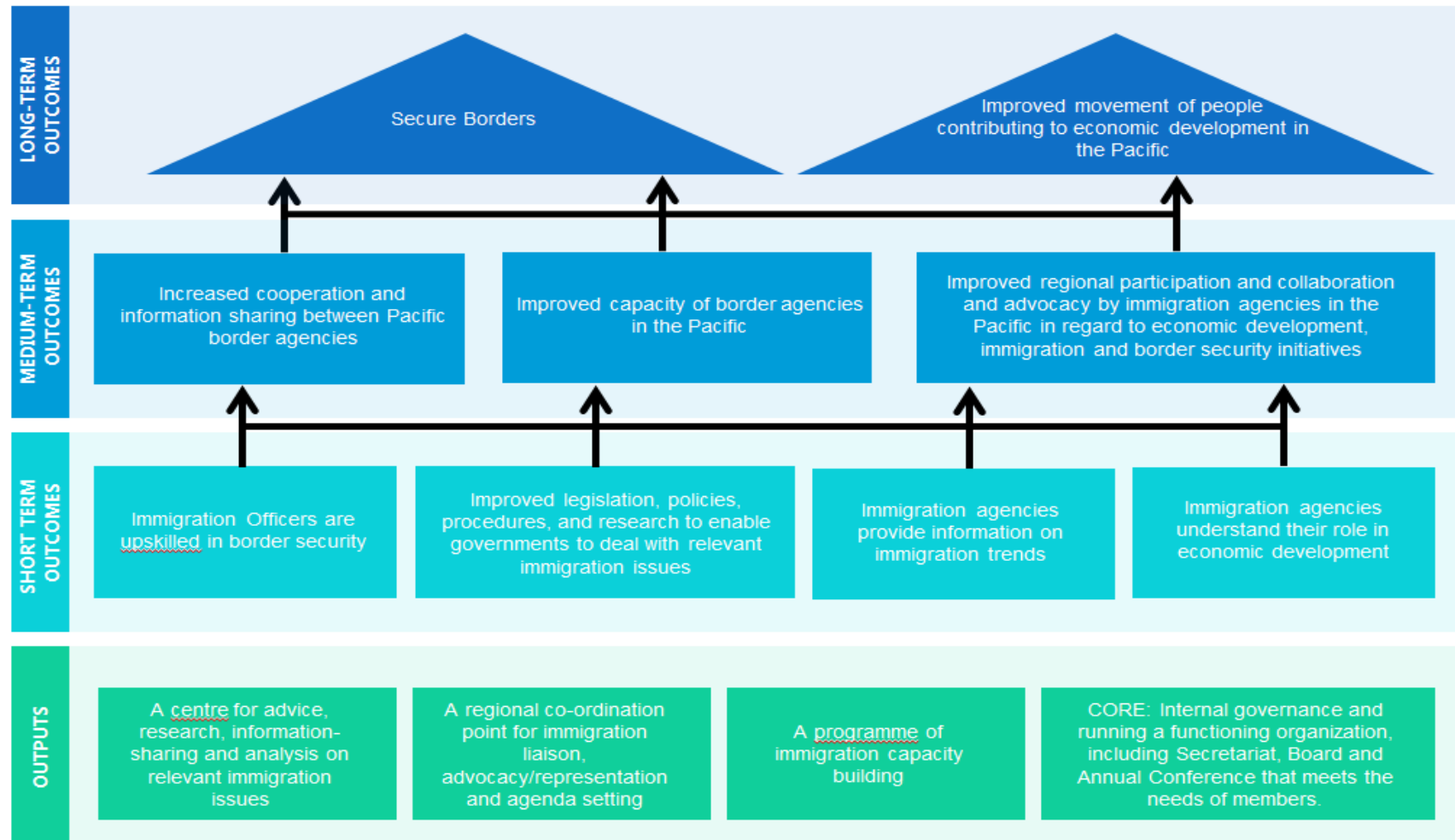
			Strategic Planning	Ranked second overall on Members Policy and Operational Priorities in online survey of Members' priorities for AWPB 2021	Tuvalu	Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	Tuvalu strengthens strategic coordination of activities by developing a strategic plan using model PIDC Immigration Framework that provides clear national vision, priority work areas, coordination and implementation plan, change management plan, introduces/strengthens continuous improvement and intelligence, and identifies resources for implementation	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends (4) Immigration agencies understand their role in economic development.	(2) Improved capability of immigration and border services in the Pacific (3) Improved regional participation and collaboration and advocacy by Immigration Agencies in the Pacific in regard to economic development, immigration and border security initiatives	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T10,000.00
					Republic of the Marshall Islands	Ranked as No1 national priority for Policy and Operational Frameworks: AWPB - OMP Survey March - April 2021	RMI strengthens strategic coordination of activities by developing a strategic plan using model PIDC Immigration Framework that provides clear national vision, priority work areas, coordination and implementation plan, change management plan, introduces/strengthens continuous improvement and intelligence, and identifies resources for implementation				T40,000.00
			BMS Planning Support Provision of technical planning support to strengthen BMS for Members	A significant issue raised by Members with the Secretariat for support	Kiribati		Kiribati provided with: (1) a detailed national analysis of their BMS capacity and needs; (2) a draft Terms of Reference for the purchase of a BMS system to utilise to engage Donors or national Treasuries; and (3) technical support to review any bids received				T30,000.00
		Tuvalu				Tuvalu provided with: (1) a detailed national analysis of their BMS capacity and needs; (2) a draft Terms of Reference for the purchase of a BMS system to utilise to engage Donors or national Treasuries; and (3) technical support to review any bids received	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(2) Improved capability of immigration and border services in the Pacific (3) Improved regional participation and collaboration and advocacy by Immigration Agencies in the Pacific in regard to economic development, immigration and border security initiatives	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T20,000.00	
		Federated States of Micronesia				Federated States of Micronesia provided with: (1) a detailed national analysis of their BMS capacity and needs; (2) a draft Terms of Reference for the purchase of a BMS system to utilise to engage Donors or national Treasuries; and (3) technical support to review any bids received				T20,000.00	
			5. USP Post Graduate Programme Support	Provide support for three Trimesters to PIDC Members enrolled in USP PGD in Border Security Programme							T120,000.00
			Subtotals								
4			Internal Governance & running organisations including RAM & Board Meetings								T1,767,789.00
	5		Pacific Immigration Development Community COVID-19 Support Programme								
			1. Policy mainstreaming/ Plans for reopening border	Provide support to Members in preparing to reopen port of entry when instructed	Review PIDC Model SOPs for incorporation of COVID-19 provisions	Ranked as No1 national priority for Policy Mainstreaming: AWPB - OMP Survey March-April 2021	PIDC Members with strengthened COVID-19 Border policies and procedures based on international best practices	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	T30,000.00
				Incorporate COVID-19 measure into national border SOPs			PIDC Members with strengthened COVID-19 Border policies and procedures based on international best practices	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	
				Hold workshops - Members sharing COVID-19 experiences and scoping the development of Border Re-open Plans			PIDC Members with strengthened COVID-19 Border policies and procedures based on international best practices	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	
				Support Development of Border Re-open Plans			PIDC Members with strengthened COVID-19 Border policies and procedures based on international best practices	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	(1) More secure borders in the Pacific (2) Improved movement of people as a contribution to improved economic benefits from trade and labour mobility in the Pacific	
			2. PPE support/ ongoing communication package	Continue to provide support in PPE and Communication equipment for Members	Zoom Licenses (additional year)		Members communication strengthened to support continued effective communication during the pandemic	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	T205,000.00

					Additional Zoom trainings upon request (minimum of 2)	Members requested additional year to allow Members to incorporate cost in local budget	Members communication strengthened to support continued effective communication during the pandemic	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
					Additional PPE to Members upon request		Immigration officers protected with sufficient supplies to minimise health and safety risks associated with COVID-19	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
					Additional Communication equipment to Members upon request	Several Members have requested additional support on data storage and internet connection for outer island immigration offices	Members communication strengthened to support continued effective communication during the pandemic	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
					Identify other online communication platform (e.g. WebEx, etc) and purchase relevant licenses	Issues have been raised regarding the security of Zoom and WhatsApp as information sharing platforms	Members communication strengthened to support continued effective communication during the pandemic	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
			3. COVID-19 Operational Guide Support	Support Members with products to provide easy guidance to operation guidelines, policies and COVID-19 information	Support development of operational guides for easy access e.g. pocket size SOPs/COVID-19 safe guide, etc		Members and border officials have a ready to use easy information resource on COVID-19 Border Measures and safety	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	T45,000.00
					Explore possible development of COVID-19 information app	Supporting activity for border reopen plans ranked as Number One	Members and border officials have a ready to use easy information resource on COVID-19 Border Measures and safety	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
					Continue collaboration with ABF through Operation Akamau		Members and border officials have a ready to use easy information resource on COVID-19 Border Measures and safety	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges (3) Immigration agencies provide information on immigration trends	(1) Increased cooperation and information-sharing between Pacific border agencies (2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
			4. Develop Projects related to COVID-19	Support Members in developing national projects related to COVID-19	Engage Members to identify internal COVID-19 related projects		Members develop a national project according to their most urgent priorities to minimise health and safety risks associated with COVID-19	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	T20,000.00
					Project scoping and develop concept papers for internal projects identified	Ranked as No1 national priority for border reopen plan development: AWPB - OMP Survey March-April 2021	Members develop a national project according to their most urgent priorities to minimise health and safety risks associated with COVID-19	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
					Support members in securing resources/funding for proposed projects		Members develop a national project according to their most urgent priorities to minimise health and safety risks associated with COVID-19	(2) Improved legislation, policies, procedures and research to enable governments to deal with relevant immigration challenges	(2) Improved capability of immigration and border services in the Pacific	More secure borders in the Pacific	
											T3,224,000.00

Output

RESULTS MANAGEMENT SUITE

PACIFIC IMMIGRATION DEVELOPMENT COMMUNITY



PIDC Strategic Plan 2019 – 2021

16

Enhance national immigration borders to contribute to international security

Facilitate cross border travel to support social and economic development

Collaborate to create effective national immigration agencies

1. Strategic Partnerships and engagement



FSRS, DoP, MoA, PTCN, PHP-C, multi-year funding

- 1.1 Strengthen International Partnerships and collaboration.
- 1.2 Strengthen border enforcement and security
- 1.3 Support social and economic development

2. Policy and Regulatory Frameworks



Legislation, SOPs, Strategic and Operational Framework, Strategic Planning

- 2.1 Develop Immigration Policies
- 2.2 Strengthen and modernize Regulatory Frameworks
- 2.3 Develop modern and streamlined Standard Operating Procedures

3. Information and Intelligence Management



MoA, ISWG, NCPs, PISG, PEDCT, Research

- 3.1 Strengthen information and intelligence collection and sharing
- 3.2 Strengthen immigration research to support operations and provide strategic direction.

4. Institutional Strengthening and capacity development



Model Resources, Leadership, Strategic Planning, PEDCT, National curriculum; USP

- 4.1 Strengthen Members' and Secretariats' institutional capacity.
- 4.2 Coordinate and deliver Capacity Building and Training for PIDC Immigration Officers
- 4.3 Develop and implement Regional Standards and Best Practices.