



Pacific Immigration Development Community

2024/25 Board Meeting 2

03-04 March 2025: Apia, Samoa

Agenda Item 7: Strategic Focus Area 2 – National Immigration Strengthening

Proposed Recommendation

The Audit and Risk Committee is invited to consider recommendations proposed under each of the agenda sub-items discussed below.

Purpose

This session seeks to provide an update on the progress of PIDC activities under its National Immigration Strengthening work programmes and to discuss a way forward for each item including:

- (i) ICAO Implementation and Capacity Building Working Group (CBWG);
- (ii) PIDC ICBWG Technical Working Group Terms of Reference;
- (iii) PIDC Strategic Plan Review Workshop; and
- (iv) PIDC National Immigration Strengthening Programme Update.

(i) ICAO ICBWG

Purpose

This item seeks to provide an update on the activities of the ICAO Implementation and Capacity Building Working Group (ICBWG).

Background

2. The International Civil Aviation Organization (ICAO) hosted its second Implementation and Capacity Building Working Group meeting in Bangkok in December 2024 coinciding with the 7th Border Management and Identity Conference. Consequently, the scheduling of these two meetings provided the opportunity for PIDC members to attend both important forums in Bangkok, where more than 20 representatives from PIDC members attended this second ICAO Working Group meeting.

3. The ICBWG working group meeting brought together speakers and facilitators from top experts in the field, policy makers and senior managers, practitioners, and researchers, many from the relevant ICAO technical working groups as well as international organizations. The forum provided a unique opportunity to exchange information and enhance expertise especially for PIDC Members that were being exposed to this global technical forum for the first time.

Update

4. Following the ICBWG meeting that was hosted in Fiji in June 2024, PIDC progressed its commitment to supporting the ICBWG work through its approval to create an internal PIDC ICAO Technical Working Group to be directly engaged with all ICBWG meetings and being responsible for monitoring discussions and recommendations emerging from the ICBWG and the ICAO on an ongoing basis.

5. PNG as the PIDC endorsed ICAO Small Islands States representative for PIDC members - has been formally recognised at the ICAO ICBWG forum as the Small Island, Regional and Developing

States Subgroup representative from the Pacific at all ICAO level meetings. PNG had been selected as the Chair of this subgroup from the Pacific due to their consistent participation at all ICBWG meetings across the globe. These meetings are normally self-funded and PNGICA has been consistently engaged in these meetings and trainings across the globe. Their active engagement provides an opportunity for PIDC to utilize PNG's knowledge, expertise and access to this global forum to support the PIDC members in better understanding outcomes and activities being recommended through the ICAO ICBWG.

Upcoming events

6. In its commitment to support the Pacific, PNGICA after recently attending an ICAO certified training in Montreal Canada had determined that a similar training customized to the Pacific operational context can also be provided to the PIDC members and in this regard has committed to hosting a proposed "Passports and Biometrics Conference for the Pacific Island Countries" in Port Moresby in August 2025.

7. In addition, upcoming key ICAO events for 2025 are provided in the table below

Key dates from the ICAO Secretariat

Event	Dates	Location
FAL event	February	Cameroon
Intersessional Meeting of the FAL Panel	12-13 April 2025	Doha, Qatar
Ministerial FAL Conference	14-17 April 2025	Doha, Qatar
ICAO A42	End Sept/early Oct 2025	Montreal
TRIP Symposium	3-7 November 2025	Montreal
TAG/TRIP/5	12-14 November 2025	Montreal
FALP/14	8-12 December 2025	Montreal

8. Participating PIDC members at the most recent ICBWG meeting in December 2024 gained valuable experience on specialized discussions on traveler documents, systems and process with outcomes that potentially can impact immigration agencies in the future. Linking the activities of the PIDC ICAO Working Group to the ICBWG is crucial to keeping abreast of emerging traveler document, systems, technology and border management trends being mandated through ICAO. Keeping abreast of any proposed travel document changes provides the opportunity for PIDC to also advocate on the interests of its membership to manage any changes.

Proposed Recommendations

Board Members are invited to

- (i) **note** the update from the ICAO ICWG; and
- (ii) **task** the Secretariat to continue working with PNGICA as the Chair of the ICAO Implementation and Capacity Building Working Group (ICBWG) Small Islands, Regional and Developing States Subgroup in monitoring the activities of the ICAO ICBWG for reporting purposes to the PIDC Board.

(ii) ICAO Technical Working Group Terms of Reference

Purpose

9. This item seeks to provide to the Board with an update on the development of the ICAO Technical Working Group Terms of Reference.

Background

10. Members may recall at last year's Regular Annual Meeting (RAM) in Honiara where members had:

- (a) **agreed** to establish a Board technical working group (BTWG) to provide feedback to members on ICAO decisions that potentially impact travel documents and border processes.

11. Consequently, the Board at its November 2024 meeting had endorsed the establishment of a PIDC-ICAO Technical Working Group to enable PIDC to be kept abreast and informed of any new developments relating to travel document requirements and changes being mandated through the ICAO governance processes. In addition, the Board had tasked the Secretariat to develop a Terms of Reference for the membership and responsibilities of the PIDC – ICAO Technical Working Group for Board consideration.

12. In light of PNG's central role in the activities of the new PIDC ICAO Technical Working Group, the Secretariat had consequently approached PNGICA to advise on the Board's decision on the establishment of the new technical working group. Subsequently, PIDC had initiated discussions with PNGICA to provide recommendations on the specificities of the Working Group in aligning it with the objectives of the ICAO ICBWG forum. Discussions are still ongoing on the development of this Terms of Reference with a view to provide a draft TOR by the June Board meeting.

13. The decision to establish a PIDC technical working group aligns well with PNG's leadership responsibility as the current ICAO Working Group Small Islands, Regional and Developing States Subgroup Chair. The PIDC ICAO Technical Working Group is expected to consequently enable PNG to work directly with the ICAO Working Group and the PIDC Membership through PIDC's internally established technical working group monitoring mechanism.

Proposed Recommendations

Board Members are invited to

- (i) **note** the ongoing discussions on the development of the ICAO Technical Working Group; and
- (ii) **encourage** the Secretariat to finalise the ICAO Technical Working Group Terms of Reference by June 2025 for Board review and consideration.

(iii) PIDC Strategic Plan Review Workshop

Purpose

14. This paper provides an update on the Board Strategic Plan review workshop scheduled for 05-06 March.

Background

15. The Board at its November Board meeting had supported the review of the PIDC Strategic Plan and had instructed the Secretariat to work with the Governance Committee on the development of the new PIDC Strategic Plan.

16. Current and past Strategic Plans developed by PIDC has always focused on a three-year plan and little consideration has been given to a longer-term plan. In light of recent changes that have been occurring across the region at both domestic and regional levels especially with the leader's adoption of the Pacific Island Forums 2050 Blue Pacific Strategy, the PIDC Board is asked to consider a strategic planning document that looks beyond three years to recognise new opportunities and threats to the organisation. Where the Board might want to consider developing a set of five-year Strategic Objectives that meets the needs of all members; responds to regional and international priorities and obligations; identifies objectives and goals that the organisation can work towards achieving. In addition to aligning to regional organisations shift to 5-year Strategic Plans, it provides a more realistic timeline to achieve the objectives and targets of any Strategic Plans. A five-year plan provides more time for the organisation to work towards delivering as PIDC's 3-year Strategic Plans appears to be shorter with a number of outstanding areas that the organisation has found difficult in meeting or achieving.

Workshop Update

17. To maintain the momentum of the discussions on the current Strategic Plan, and to support the Board and membership take ownership of this review, a 2-day workshop has been organised to provide Board members the opportunity to review the current strategic plan in person. Dr Danielle who had been contracted to support members develop new strategic plans will be leading the 2-day workshop programme in Samoa.

18. This new plan will need to identify new priority goals taking account ongoing changes in the organisation and in particular findings from the PIDC Stock Take report and Membership Contribution Review report, its external operating environment and available resources. For this exercise, the organisation will need to review the longer-term objectives initially established as part of the current Strategic Plan to determine if they remain valid and prioritise key areas to advance from 2026 taking into account available resources.

Timelines

19. The following timeline serves as a guideline for the Board in this review process.

Activity	Responsibility	Timeframe
1. Two Day Workshop The workshop should enable the Board to: <ul style="list-style-type: none">Review existing PIDC Vision, Mission Statement, Objectives and Values;Confirm and determine regional priorities that will make up the Key Activity Areas for PIDC for next 3- 5 years;Identify at least three (3) or 4 strategic Key Performance Indicators;Confirm roles of PIDC Secretariat and Members; and	PIDC 2024/25 Board Meeting 2 (BM2)	March 2025 (<i>planning sessions included in PIDC 2024/25 BM2 Programme</i>)

Activity	Responsibility	Timeframe
<ul style="list-style-type: none"> Confirm technical priorities for the new Plan. 		
2. Draft Strategic Plan Circulated to Board Members	Expert	April 2025
3. Draft Strategic Plan Circulated to wider PIDC Membership	Secretariat	May 2025
4. Final Draft Strategic Plan to be reviewed at 3rd Board meeting	Expert/Secretariat	June 2025 - PIDC 2024/25 BM3 (A Day prior to the 2025 Regular Annual Meeting)
5. Final Strategic Plan to be launched at RAM 2025	Secretariat	June 2025 - Regular Annual Meeting

20. The Board at this workshop planning session will look to develop a set of PIDC Strategic Objectives:

- (a) aligned to existing organisational core values, objectives and planning and reporting frameworks;
- (b) based on activities and events that will potentially impact PIDC work over the next five to ten years; and
- (c) identifying key goals and priorities that Members and the Secretariat will work towards achieving to enhance the individual and collective capacity and influence of PIDC and its Members in serving domestic and regional stakeholders.

21. If considered Members prior to the Regular Annual Meeting in June 2025, will have advance opportunity to review our new draft strategic plan and consider whether a change in the strategic plan period needs to be relooked at or whether it should be extended to a five-year period Strategic Plan or continue with the three-year Strategic Plan.

Proposed Recommendations

The Board is invited to:

- (i) **note** the new Strategic Plan review timelines; and
- (ii) **encourage the** Secretariat to work with Board members and members to review and finalise the drafting of the new PIDC Strategic Plan.

(iv) PIDC National Immigration Strengthening Programme Update

Proposed Recommendations

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

Purpose

23. This item seeks to provide a progress update of PIDCs national immigration strengthening programmes under PIDCS Strategic Focus Area 2 of its current Strategic Plan.

Background

24. The PIDC plays a lead role in coordinating the delivery of immigration and border control national immigration strengthening programmes in the Pacific and works closely with Donors and partner agencies to deliver this strategic focus area across the membership. As such, Strategic Focus Area 2 continues to be a core part of the Secretariat's work plan, including coordinating regional training programmes and seeking new training opportunities for Members.

25. During this current reporting period, the Secretariat has supported members in its ongoing coordination efforts to support members legislation review programmes, support on website development, progress the Masters in Border Security Course with USP, coordinating sharing of information efforts including the circulation of alerts and intelligence bulletins and the coordination of a number of major regional training programmes for the membership with partner organisations.

(a) PIDC Legislation Review Programme

26. Table 1 below provides a summary of the legislation review programme in quarter 3 of this financial period. Niue, Marshall Islands and Samoa are currently supported in in this 2024/25 financial period.

Table 1: Summary of 2024-25 Legislative Review Modernisation project – Phase One: Policy and Legislation Support

Country		Legislation Review Project Update
Niue (Phase One)	Immigration Act	- Niue government determined drafting instructions development - Drafting Instructions currently being developed
Samoa	Regulations	- Technical advice Support being provided to Samoa Immigration on AG's Office questions on draft regulations
RMI	Immigration Bill and Regulations	- New RMI government has requested a review of the draft immigration bill and regulations with support being provided to RMI

Proposed Recommendations

The Board is invited to:

- (i) **note** the update provided by the Secretariat and the work undertaken to date; and
- (ii) **encourage** the Secretariat to continue monitoring members modernisation programme and keep working with members to complete their respective legislation modernisation programme.

(b) Training Curriculum

Update

27. The PIDC Training Curriculum nationalisation programme scheduled in Quarter 1 and 2 for Marshall Islands and Nauru has been completed. The development of their training curriculums are intended to support and sustain their domestic national training programmes. The curriculum development support is a response to the operational realities Nauru and the Marshall Islands and provides basic level topics that both Nauru and the Marshall Islands can work with as minimum components for their frontline border induction training. The project has been completed with training curriculums for both Nauru and RMI completed and handed over to the respective agencies. FSM is scheduled for Quarter 4 and discussions will be progressed with FSM on the development of their training curriculum.

Proposed Recommendations

The Board is invited to:

- (i) **note and welcome** the progress in the development of members immigration training curriculum specific to their operating environment;
- (ii) **encourage** the Secretariat to continue supporting members in the development of their training curriculum.

(c) USP Masters Programme Development Update**Update**

28. PIDC in consultation with USP has worked to obtain approval from the different USP academic assessment boards as outlined below:

USP Approving Body	Due Date	
AUSQC 3:	July 4th	Approved
APC 3:	August 6th	Approved
TQC 3:	August 8th	Approved
URC 4:	October 8th	Approved
Senate 4:	October	Approved
Council:	November 14	Approved

29. The USP Senate (the highest academic authority) has officially approved the Masters in Border Security course as a new USP programme and the only approved new programme for the 2025 academic year. While it was earmarked for semester II, the course has been pulled forward to semester I of the 2025 academic year with PIDC inviting members to enroll and apply for PIDC scholarships through the approval of their directors.

Proposed Recommendations

The Board is invited to **welcome** the approval and launch of the Masters course from semester one of the 2025 academic year.

(d) PIDC Members Website Development Programme Update**Update****(i) Solomon Islands Immigration website**

30. Solomon Islands Immigration has sought PIDC support on the development of their new department website, the department is currently initiating further national approval processes before contractual agreements are to be finalised. To support this national approval process, the Secretariat in consultation with Solomon Islands immigration is currently working through its Project Concept Note as part of governments national approval requirements. The Secretariat anticipates securing government's endorsement before the end of November, thereby allowing the project inception to begin in early December 2024.

(ii) Tonga Immigration website

31. PIDC has completed initial planning meetings for Tonga Immigration and BED bank the website developers to review the scope of works, project timelines and management arrangements. While a draft Terms of Reference (TOR) is currently undergoing national approval processes, Tonga Immigration has advised that the website development project for Tonga is to be rescheduled to July of 2025. This new timeline is to allow Tonga immigration to work through their Border Management System Project as they look to launch the new BMS in June 2025. Due to capacity challenges, the department prefers to prioritise the BMS change before shifting focus to their website project at the completion of the BMS project.

Proposed Recommendations

The Board is invited to:

- (i) **note** progress on website development support to Solomon Islands Immigration funded under PIDC; and
- (ii) **note** progress made to the Tonga Immigration website development project.