

RESOLUTIONS AND DECISIONS

Agenda Item 3

PIDC Board Committee Meetings

The Governance¹, Audit and Risk² and Human Resources³ Committees met on 3rd March, 2025 to discuss issues under their respective responsibilities and then submitted recommendations (attached as Annexes 1, 2 and 3) for the Board's consideration under the respective Agenda items of the meeting.

Agenda Item 4

Strategic Focus Area 4: Governance and Secretariat Support

The PIDC Board:

(a) Secretariat Activity Update

- (i)* **noted** and **approved** the financial update and performance of the Secretariat for the period of 01 November, 2024 to 28 February, 2025 for the current financial year;
- (ii)* **thanked** and **acknowledged** the continuous support provided by the principal donors, Australia, NZ MBIE and Samoa as host country, for their financial support to the Secretariat; and
- (iii)* **noted** the expenditure breakdown provided as at 28 February, 2025.

(b) Financial Update

- (i)* **noted** the financial update and performance of the Secretariat for the period for 01 November 2024 to 28 February 2025 of the current financial year;
- (ii)* **tasked** the Secretariat to review forecasted budget for the remaining activities of the year and consider issues affecting Budgeted funding such as exchange rates and the delay in funding availability;
- (iii)* **tasked** the Secretariat to consider options as recommended in the Members' Review, such as setting up an overseas account to minimise loss in exchange rates;
- (iv)* **tasked** the Secretariat to conduct a Training Needs Analysis collectively for the Pacific at no additional cost for the organisation in the 2025/26 AWPB;
- (v)* **thanked** and **acknowledged** the continued financial support by the principal donors, Australia, New Zealand MBIE, and Samoa as Host country, for their continued financial support to the Secretariat; and
- (vi)* **noted** the expenditure breakdown provided as at 28 February, 2025

(c) Australia and NZ Donor Funding Update

- (i)* **noted** the update on funding availability to PIDC for this financial year;
- (ii)* **acknowledged** funding support from all donors, especially Australia and NZ and host country Samoa;

¹ Chair, Tonga; members: Samoa, Australia, Kiribati, Solomon Islands

² Chair, Australia; Members: Tonga, Cook Islands, Vanuatu, Solomon Islands

³ Chair, NZ; Members: Fiji, American Samoa, Samoa & Solomon Islands

- (iii) **tasked** the Secretariat to proceed with early discussions with the Department of Home Affairs Australia by the end of the second year of the three-year funding agreement to ascertain completion of funding documentation processes in advance of the end date of the three-year funding agreement.
- (d) **PNG Funding Agreement**
- (i) **welcomed** with gratitude new funding support from PNGICA; and
- (ii) **agreed** to recognise this new funding arrangement at the PIDC RAM in Tonga in June 2025.
- (e) **Annual Report 2023/24**
- The Board:
- (i) **encouraged** members to provide final comments on the design of the Annual Report by the end of March 2025;
- (ii) **approved** the redesign of the 2023-23 AWPB while noting that the design of the 2023-24 PIDC Annual Report would be finalised following final comments by Members; and
- (iii) **tasked** the Secretariat to publish the 2023-24 Annual Report for circulation by April 2025.
- (f) **PIDC Draft Workplan and Budget (AWPB)**
- The Board:
- (i) **endorsed** the proposed approach to drafting and finalising the 2025/26 AWP and Budget;
- (ii) **noted** that the detailed AWPB would include:
- the inclusion of new partnership initiatives
 - development of an inhouse TNA report
 - review the estimated costings in the proposed 2025/26 AWP and Budget in light of changes in total revenue; and
 - estimated costings to be based on the revised Actual costs from the 2025/26 AWPB
- (iii) **approved** in principle the 2025/2026 AWP and Budget Framework; and
- (iv) **tasked** the Secretariat to complete the final phase of Drafting of the 2025/26 AWP and Budget to be presented at Board Meeting No.3 for approval.

Agenda Item 5

PIDC Board Committee Updates

The PIDC Board:

- (i) **welcomed** the updates from the Governance, Audit and Risk and Human Resource committees; and
- (ii) **endorsed** the Governance committee, Audit and Risk committee and Human Resource committee's recommendations as outlined in Annexes 1, 2 and 3 and outlined below:

a. Governance Committee Recommendations

1. Amendments to the PIDC Official name in official PIDC Documents

- a) **noted** and welcomed the completion to all amendments required to align PIDC's legal name from the old "Pacific Immigration Directors Conference" to the new legal name "Pacific Immigration Development Community" on all its foundation documents including the:
- (a) PIDC Constitution⁴;
 - (b) PIDC Financial Regulation;
 - (c) PIDC Employees' Regulation; and
 - (d) PIDC Rules of Procedure.

2. PIDC Scholarship Bond

- (i) **endorsed** the PIDC Scholarship Policy in its current form; and
- (ii) **noting** that this as a living document where changes can be made when the need arises.

3. PIDC Partnership Engagement Policy

- (i) **noted** the draft of the PIDC Partnership Engagement Policy for discussion intersessionally; and
- (ii) **tasked** the Secretariat to include the provision of a direct linkage of the Partnership Engagement Policy to PIDCs foundation governance mechanisms (Constitution, etc) to support PIDC's mandate for external engagement.

4. Social Media Platform Demonstration

- (i) **endorsed** the context provided for the PIDC Social Media Platform;
- (ii) **approved** the utilisation of the PIDC Social Media platforms for media and information sharing; and
- (iii) **encouraged** Board members to support PIDC's social media platforms through ongoing article contributions, responsiveness to communication requests and as advocates of the PIDC platform across their respective departments and network.

5. PIDC Logo Registration Update

- (i) **noted** the progress to registering the PIDC logo, now currently going through the standard 6 months public opposition period before final approval should there be no objection.

b. Audit and Risk Committee Recommendations**1. Financial Update**

- (i) **noted** the financial update and performance of the Secretariat for the period for 01 November 2024 to 28 February 2025 of the current financial year;
- (ii) **tasked** the Secretariat to review forecasted budget for the remaining activities of the year and consider issues affecting Budgeted funding such as exchange rates and the delay in funding availability;

⁴ Already done in 2019.

- (iii) **tasked** the Secretariat to consider options as recommended in the Members' Review, such as setting up an overseas account to minimise loss in exchange rates;
- (iv) **tasked** the Secretariat to conduct a Training Needs Analysis collectively for the Pacific at no additional cost for the organisation in the 2025/26 AWPB;
- (v) **thanked** and **acknowledged** the continued financial support by the principal donors, Australia, New Zealand MBIE, and Samoa as Host country, for their continued financial support to the Secretariat; and
- (vi) **noted** the expenditure breakdown provided as at 28 February, 2025

2. Audit Report (Internal/External) Tenders' Update

- (i) **noted** the update for the internal and external Audit;
- (ii) **tasked** the Secretariat to work with the Audit and Risk Committee to evaluate and select a suitable firm to be the PIDC External Auditor for the next three years and an Internal Auditor for a one-year period; and
- (iii) **noted** that this internal audit will guide the Board in determining the most suitable schedule for PIDC to undertake an internal audit (*ie. annually, after every two years or every 3 years*) in light of costs and resourcing required.

3. Members Contribution Fund Update

- (i) **noted** the Members' contribution fund update;
- (ii) **noted** the outstanding contribution for members as at 28 February, 2025;
- (iii) **encouraged** members to pay their outstanding contribution prior to the end of the FY at 30th June 2025;
- (iv) **tasked** the Secretariat to reach out to the French speaking members to engage with them once again.
- (v) **acknowledged** in appreciation members support for their commitment to their contributions to the membership contribution fund;
- (vi) **tasked** the Secretariat to put a deadline on paying of subs (6 months from date invoice is issued every year); and
- (vii) **encouraged** Secretariat to actively engage with the new heads of New Caledonia and French Polynesia immigration to ensure continuity of collaboration and support from these members.

4. New Membership Contribution Fund Subscription Rate Reminder

- (i) **noted** members' new subscription fee for the new financial year 2025/2026;
- (ii) **noted** the new tier for each Member in the new membership subscription; and
- (iii) **tasked** the Secretariat to advise members on the upcoming changes to the new tiering and membership contribution subscription rates

(v) PIDC Stocktake Report Review Implementation Matrix

- (i) **noted** the recommendations proposed in the review of the DRAFT Priority Matrix Table;
- (ii) **noted** the Audit & Risk Committee will consider and circulate (out of session) the DRAFT recommendations relating to the Stocktake Report for the Board's consideration by 30 April 2025; and
- (iii) **encouraged** Board members to review the updated Priority Matrix Table (*attached as Annex 4*) when circulated by the Audit & Risk Committee, and provide written comments by 31 May 2025.

(vi) Draft PIDC Annual Workplan and Budget (AWPB) 2025 – 26

- (v)** **endorsed** the proposed approach to drafting and finalising the 2025/26 AWP and Budget;
- (vi)** **noted** that the detailed AWPB would include:
 - the inclusion of new partnership initiatives
 - development of an inhouse Training Needs Analysis report
 - ‘Actual’ expenses for each element from 2024/25 to inform future planning
 - review the estimated costings in the proposed 2025/26 AWP and Budget in light of changes in total revenue; and
 - estimated costings to be based on the revised Actual costs from the 2025/26 AWPB
- (vii)** **approved** in principle the 2025/2026 AWP and Budget Framework; and
- (viii)** **tasked** the Secretariat to complete the final phase of Drafting of the 2025/26 AWP and Budget to be presented at Board Meeting No.3 for approval.

(c) Human Resource Committee Recommendation**1. Recruitment of new Information Coordination Officer**

- (i)** **endorsed** the recruitment of the Information Coordination Officer as a permanent officer at a starting salary rate of WS\$28,000;
- (ii)** **noting** that the Information Coordination Officer Job Description would also include PIDC communication responsibilities;
- (iii)** as a consequential amendment to the aforementioned new baseline officer level entry salary, **approved** the increase to the Finance officer’s salary level to be aligned to the new entry level baseline with the necessary performance assessment alignment undertaken; and
- (iv)** **tasked** the Secretariat to work with the HR Committee to ensure the position is filled before the end of the financial year, 2025/2026

Agenda Item 6**SFA 1: Partnership and Coordination**

The PIDC Board:

(a) PIDC Communication and Advocacy Update

- (i)** **noted** the update of PIDC advocacy as in the PIDC video and social media platforms demonstration;
- (ii)** **tasked** the Secretariat to ensure protection and security of all PIDC information and always comply with the Social Media Policy; and
- (iii)** **tasked** the Secretariat to work closely with the Communications Consultant to ensure continuation of advocacy and media programs after the completion of her contract.

(b) Declaration of Partnership Update

- (i)** **noted** and welcomed the ongoing engagements between the regional law enforcement agencies; and

- (ii) encouraged the Secretariat to continue supporting regional law enforcement initiatives from workshops to annual conferences and ongoing collaboration through the MDA Talanoa Group meetings and forums.
- (c) **PIFS Regional Initiatives**
The PIDC Board:
 - (i) **noted** the ongoing PIFS initiated regional initiatives; and
 - (ii) **tasked** the Secretariat to continue monitoring and supporting PIFS regional security forums.
- (d) **JHOPS Update**
The PIDC Board:
 - (i) **noted** the JHOPS 2025 Annual Conference in PNG;
 - (ii) **considered** the draft JHOPS governance framework; and
 - (iii) **encouraged** members to participate in this year's annual JHOPS Conference in Port Moresby.
- (e) **UNODC – PIDC Partnership Support**
 - (i) **noted** and **acknowledged** the UNODC support for PIDC activities; and
 - (ii) **welcomed** in appreciation UNODC's support to fund non RISP pilot countries across the PIDC membership to participate in the PIDC/IOM Reporting Information Sharing Platform regional workshop.

Agenda Item 7

SFA 2: National Immigration Strengthening

The Board:

- (a) **ICAO Implementation and Capacity Building Working Group (ICBWG)**
 - (i) **noted** the update from the ICAO ICWG;
 - (ii) **acknowledged** PNGICA's commitment to hosting the *Passports and Biometrics Conference for Pacific Islands*, in Port Moresby in August, 2025; and
 - (iii) **tasked** the Secretariat to continue working with PNGICA as the ICAO ICBWG Small Islands, Regional and Developing States Subgroup Chair in monitoring the activities of the ICAO ICBWG for reporting purposes to the PIDC Board.
- (b) **ICAO Technical Working Group Terms of Reference**
 - (i) **noted** the ongoing discussions with PNGICA on the development of the PIDC ICAO Technical Working Group (TWG); and
 - (ii) **encouraged** the Secretariat to finalise the ICAO TWG Terms of Reference by Board Meeting No.3 in June 2025 review and endorsement.
- (c) **PIDC Strategic Plan Review Workshop**
The Board members:
 - (i) **noted** the new Strategic Plan review timelines; and
 - (ii) **encouraged** the Secretariat to work with Board members to review and finalise the drafting of the new PIDC Strategic Plan by RAM 2025 in June.

(d) **National Immigration Strengthening Programme Update**

(i) PIDC Legislation Review Programme

The PIDC Board members:

- (a) **noted** the update provided and the work undertaken to date with Niue, Samoa and RMI;
- (b) **tasked the** Secretariat to follow up with TA on advisory support relating to Samoa's draft regulations; and
- (c) **encouraged** the Secretariat to continue monitoring members' modernisation programme in addition to working with member countries to complete their respective legislation reforms.

(ii) Training Curriculum

- (a) **noted** and **welcomed** the progress in development of members' immigration training curriculum specific to their operating environment (Nauru and Marshall Islands);
- (b) **encouraged** the Secretariat to continue supporting members in the development of their immigration and border security training curricula.

(iii) USP Masters in Border Security Programme Update

- (a) **welcomed** the approval and launch of the University of the South Pacific Masters in Border Security course from Semester one of the 2025 Academic Year; and
- (b) **encouraged** Directors to send through their department's nominations for the 2025 PIDC Scholarship for the Masters course.

(iv) PIDC Members' Website Development Programme

- (a) **noted** the progress on website development support to Solomon Islands funded under PIDC; and
- (b) **noted** progress made to the Tonga Immigration website development project.

Agenda Item 8

SFA 3 – Border Enforcement and Traveller Facilitation

The PIDC Board:

(a) PIDC Reporting Information Sharing Platform (RISP)

- (i) **welcomed** the progress of the PIDC Regional Information Sharing Platform (RISP) project; and
- (ii) **noted** the upcoming RISP regional workshop and its capacity building objectives towards strengthening participants understanding on the utilisation of RISP products to support immigration operations.

(b) Capacity Building Partnership Initiatives

(i) Seventh Border Management & Identity Conference

1. **noted** the strong participation of PIDC members at the 7th Border Management and Identify Conference in Thailand;
2. **thanked** Australia, NZ and IOM for funding support to members' participation at the 2024 BMIC; and
3. **encouraged** the Secretariat to identify opportunities and best practices that members can consider drawing lessons from in these regional and international forums, such as the BMIC.

(ii) ***Northern Pacific Intelligence Strengthening Support Initiative***

1. **welcomed** the partnership with UNODC and the INZ Hakili Matagi programme to support PIDC's capacity building programme for its northern Pacific members; and
2. **encouraged** the Secretariat to continue working with partners to explore new partnership opportunities of capacity building programmes to strengthen members' capability, expertise and knowledge at the national level.

(iii) ***PIDC National Contact Point (NCP) and Reporting & Information Sharing Platform Workshop***

1. **welcomed** the IOM and UNODC partnership to support the joint NCP & RISP workshop;
2. **encouraged** the Secretariat to continue working with partners to identify similar opportunities for NCP members and the membership.

(a) **PIDC – IOM Joint Research Update**

- (i) **noted** the progress to the joint PIDC – IOM regional research project; and
- (ii) **encouraged** the Secretariat to continue working with IOM on the successful completion of the regional research project.

Agenda Item 9

Regular Annual Meeting 2025 Planning

The Board:

- (i) **welcomed** Tonga's commitment and preparation for the 2025 RAM;
- (ii) **established** a RAM Agenda-Setting Committee (RASC) including Tonga, Australia, NZ and Fiji to develop a draft 2025 Conference Agenda for Board Intersessional endorsement by **12 April, 2025**;
- (iii) **noted** the Tongan Crown Prince (and Minister for Immigration) has yet to confirm the proposed Theme for the 2025 RAM;
- (iv) **tasked** the Secretariat to send out invitations to members and PIDC Observers to the 2025 RAM by **28 March, 2025**;
- (v) **endorsed** the USA Immigration and Border Protection and the Canadian Immigration to participate at this year's RAM as observers; and
- (vi) **welcomed** American Samoa's offer to advocate with American Samoa's Member of Congress, PIDC's interest to reengage with immigration representatives from former PIDC members from Guam and the Commonwealth of the Northern Mariana Islands.

Agenda Item 10

Other Business

The Board:

(a) Return of Pacific Islanders to the Pacific (Returnees)

- i.* **recognised** the ongoing challenges to managing Returnees and the need for ongoing regional discussions to better understand approaches to best practises in managing Returnees (especially those with high risk factors such as links to organised crime and histories of child sex offences and drug offences);
- ii.* **encouraged** members to provide “*Deportees/Returnees*” data in their Country report at the 2025 RAM; and
- iii.* **tasked** the Secretariat to develop a reporting template and framework to capture this.

(b) Issuance of Certificates of Identity

- (i)* **recognised** the ongoing challenges to circumstances influencing the issuance of Certificates of Identity;
- (ii)* **encouraged** members to provide early advise on the issuance of COIs in advance of citizens traveling on COIs ‘to provide receiving PIDC member countries ample time to undertake national approval processes on the acceptance of these COI’s;
- (iii)* **encouraged** members to develop COIs that meet internationally accepted identity travel document security features;
- (iv)* **considered** discussions in the RAM on best practises of Certificates of Identity; and
- (v)* **noted** the potential of developing a regionally accepted PIDC membership Travel identity document that can be used for the sole purposes of COIs in the Pacific region when needed.

(c) Proposed Agenda Items for the 2025 RAM

- (i)* **requested** the RAM 2025 Agenda Setting Committee to consider including the following topics in the 2025 RAM Agenda:
 - 1. **requesting** the hosting of an Immigration Leaders’ Meeting (Immigration Ministers) to discuss issues relevant at the regional and international levels across immigration and border security;
 - 2. **establishment of** a women leaders’ training/capability building programme customised for Immigration officers;
 - 3. **discussion** on Deportees/Returnees and challenges and best practices to sustaining the management of deportees/returnees.
 - 4. **development** of a regionally accepted COI in the Pacific to facilitate movements of Pacific Islanders during passport issuance shortages or printing complexities.

(d) Fiji – Ministry of Immigration

- (i)* **congratulated** Fiji immigration’s milestone achievement on the establishment of a standalone Ministry of Immigration

- (ii) Fiji expressed appreciation of PIDC's support to Fiji's Ministry of Immigration and looked forward to working more closely with PIDC and the membership under its new Ministerial leadership.

Agenda Item 11
Review Recommendations and Outcomes

The PIDC Board **endorsed** the Board Meeting Resolutions and Decisions, hereby recorded as **PIDC Board No.2 Official Outcomes: 4th March 2025, Apia, Samoa**

Annex One

Governance Committee

The Governance Committee chaired by Tonga discussed issues under its responsibility and agreed to recommend to the Board for consideration the following:

1. Amendments to the PIDC Official name in official PIDC Documents

note and welcome the completion to all amendments required to align PIDC's legal name from the old "Pacific Immigration Directors Conference" to the new legal name "Pacific Immigration Development Community" on all its foundation documents including the:

- a) PIDC Constitution⁵;
- b) PIDC Financial Regulation;
- c) PIDC Employees' Regulation; and
- d) PIDC Rules of Procedure.

2. PIDC Scholarship Bond

- a) **endorse** the PIDC Scholarship Policy in its current form; and
- b) **noting** that this as a living document where changes can be made when the need arises.

3. PIDC Partnership Engagement Policy

- a) **note** the draft of the PIDC Partnership Engagement Policy for discussion intersessionally; and
- b) **task** the Secretariat to include the provision of a direct linkage of the Partnership Engagement Policy to PIDCs foundation governance mechanisms (Constitution, etc) to support PIDC's mandate for external engagement.

4. Social Media Platform Demonstration

- a) **endorse** the context provided for the PIDC Social Media Platform;
- b) **approve** the utilisation of the PIDC Social Media platforms for media and information sharing; and
- c) **encourage** Board members to support PIDC's social media platforms through ongoing article contributions, responsiveness to communication requests and as advocates of the PIDC platform across their respective departments and network.

5. PIDC Logo Registration Update

- a) **noted** the progress to registering the PIDC logo, now currently going through the standard 6 months public opposition period before final approval should there be no objection.

⁵ Already completed in 2019.

Annex Two

Audit and Risk Committee

The Audit and Risk Committee chaired by Australia discussed issues under its responsibility and agreed to recommend to the Board for consideration the following:

1. Financial Update

- (a) **note** the financial update and performance of the Secretariat for the period for 01 November 2024 to 28 February 2025 of the current financial year;
- (b) **task** the Secretariat to review forecasted budget for the remaining activities of the year and consider issues affecting Budgeted funding such as exchange rates and the delay in funding availability;
- (c) **task** the Secretariat to consider options as recommended in the Members' Review, such as setting up an overseas account to minimise loss in exchange rates;
- (d) **task** the Secretariat to conduct a Training Needs Analysis collectively for the Pacific at no additional cost for the organisation in the 2025/26 AWPB;
- (e) **thank** and **acknowledge** the continued financial support by the principal donors, Australia, New Zealand MBIE, and Samoa as Host country, for their continued financial support to the Secretariat; and
- (f) **noted** the expenditure breakdown provided as at 28 February, 2025

2. Audit Report (Internal/External) Tenders' Update

- (a) **note** the update for the internal and external Audit;
- (b) **task** the Secretariat to work with the Audit and Risk Committee to evaluate and select a suitable firm to be the PIDC External Auditor for the next three years and an Internal Auditor for a one-year period; and
- (c) **note** that this internal audit will guide the Board in determining the most suitable schedule for PIDC to undertake an internal audit (*ie. annually, after every two years or every 3 years*) in light of costs and resourcing required.

3. Members Contribution Fund Update

- (a) **note** the Members' contribution fund update;
- (b) **note** the outstanding contribution for members as at 28 February, 2025;
- (c) **encourage** members to pay their outstanding contribution prior to the end of the FY at 30th June 2025;
- (d) **acknowledge** in appreciation members support for their commitment to their contributions to the membership contribution fund;
- (e) **task** the Secretariat to put a deadline on paying of subs (6 months from date invoice is issued every year); and
- (f) **encourage** Secretariat to actively engage with the new heads of New Caledonia and French Polynesia immigration to ensure continuity of collaboration and support from these members.

4. New Membership Contribution Fund Subscription Rate Reminder

- (a) **Note** members' new subscription fee for the new financial year 2025/2026;
- (b) **note** Australia and New Zealand have committed to voluntarily contribute the equivalent of Tier 1 member states for 2025-26 (starting 1 July 2025) onwards;

- (c) **note** the new tier for each Member in the new membership subscription; and
- (d) **task** the Secretariat to advise members on the upcoming changes to the new tiering and membership contribution subscription rates

5. PIDC Stocktake Report Review Implementation Matrix

- (a) **note** the recommendations proposed in the review of the DRAFT Priority Matrix Table;
- (b) **Noted** the Audit & Risk Committee will consider and circulate (out of session) the DRAFT recommendations relating to the Stocktake Report for the Board's consideration by 30 April 2025; and
- (c) **encourage** Board members to review the updated Priority Matrix Table when circulated by the Audit & Risk Committee, and provide written comments by 31 May 2025.

6. Draft PIDC Annual Workplan and Budget (AWPB) 2025 – 26

- (a) **endorse** the proposed approach to drafting and finalising the 2025/26 AWP and Budget;
- (b) **note** that the detailed AWPB would include the:
 - (i) inclusion of new partnership initiatives
 - (ii) development of an inhouse Training Needs Analysis report
 - (iii) 'Actual' expenses for each element from 2024/25 to inform future planning
 - (iv) review the estimated costings in the proposed 2025/26 AWP and Budget in light of changes in total revenue; and
 - (v) estimated costings to be based on the revised Actual costs from the 2025/26 AWPB
- (c) **approved** in principle the 2025/2026 AWP and Budget Framework; and
- (d) **tasked** the Secretariat to complete the final phase of Drafting of the 2025/26 AWP and Budget to be presented at Board Meeting No.3 for approval.

Annex Three

Human Resource Committee Meeting

The Human Resource Committee chaired by New Zealand discussed issues under its core responsibilities and agreed to recommend to the Board for consideration the following:

1. Recruitment of new Information Coordination Officer

- (a) **endorse** the recruitment of the Information Coordination Officer as a permanent officer at a starting salary rate of WS\$28,000;
- (b) **noting** that the Information Coordination Officer Job Description would also include PIDC communication responsibilities;
- (c) as a consequential amendment to the aforementioned new baseline officer level entry salary, **approve** the increase to the Finance officer's salary level to be aligned to the new entry level baseline with the necessary performance assessment alignment undertaken; and
- (d) **task** the Secretariat to work with the HR Committee to ensure the position is filled before the end of the financial year, 2025/2026

Annex 4: Stocktake Report Recommendations Priority Matrix Table

PRIORITY MATRIX TABLE – PART ONE

| | Stocktake Recommendation | Notes | Committee | Board Decision |
|----------|---|---|-----------|-------------------------|
| 1 | Options for balancing and delivering on specific requirements of members | | | |
| 1a | Cluster support to members based on common needs and contexts (for example, geographical proximity, similar legislative frameworks, or capacity levels) to enable more targeted support and efficient use of resources. | No specific funding required - administrative amendments to next work plan for member states - priority 2 (medium term) | Agree | Agreed/Not Agreed/Defer |
| 1b | Develop and maintain detailed profiles for each member, highlighting their unique needs, priorities, and capacity constraints. This information can guide the tailoring of workplans and support efforts. | No specific funding required - can be absorbed by Secretariat/Member states. High value option - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 1c | Create a priority matrix to identify and rank member needs, balancing immediate versus long-term priorities. This can help allocate resources more strategically and transparently. | No specific funding required - can be absorbed by Secretariat/Committee High value option - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 1d | Implement regular check-ins (for example, quarterly virtual meetings) with member representatives to ensure their needs are being met and to adjust plans based on current capacities and priorities. | No specific funding required - can be absorbed by Secretariat High value option - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 2 | Options for addressing an overly ambitious Strategic Plan | | | |
| 2a | Identify and focus on a few high-impact initiatives that align closely with PIDC's core mission. Defer less critical actions to subsequent planning periods. | No specific funding required - administrative amendments to next work plan - priority 2 (medium term) | Agree | Agreed/Not Agreed/Defer |
| 2b | Break down the Strategic Plan into phases, prioritising actions based on urgency and resource availability. This makes the plan more manageable and allows for adjustments based on progress and feedback. | No specific funding required - can be absorbed by Secretariat High value option - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 2c | Identify options for permanent increase in staffing capacity to deliver its core services (see proposed workforce plan submitted separately). | Financial impact. May need to be deferred until funding becomes available - priority 3 (long term) | Defer | Agreed/Not Agreed/Defer |

| | Stocktake Recommendation | Notes | Committee | Board Decision |
|----------|--|--|-----------|-------------------------|
| 2d | Explore opportunities for temporary staffing solutions, such as secondments and work attachments from member countries or hiring interns, to boost capacity and help meet strategic goals. | Financial impact. May need to be deferred until funding becomes available - priority 3 (long term) | Defer | Agreed/Not Agreed/Defer |
| 3 | M&E and Reporting | | | |
| 3a | Use a mix of qualitative and quantitative indicators to drive monitoring of the Strategic Plan goals (see proposed framework in Appendix C). | Can be developed as part of Monitoring and Evaluation framework - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 3b | Develop simple, user-friendly tools and templates for members to report on the impact of PIDC's support. This can reduce the reporting burden and improve data quality. | No specific funding required - can be absorbed by Secretariat - priority 2 (medium term) | Agree | Agreed/Not Agreed/Defer |
| 3c | Create a dedicated session in Annual and Board meetings for members to share success stories and lessons learned. This not only highlights the impact but also encourages peer learning. | No funding required. High value option - priority 1 | Agree | Agreed/Not Agreed/Defer |
| 4 | Engagement with external stakeholders and partner agencies | | | |
| 4a | Establish clear criteria and priorities for engaging with external stakeholders. Focus on partnerships that align closely with PIDC's goals and offer significant mutual benefits. | No specific funding required - can be absorbed by Secretariat - priority 2 (medium term) | Agree | Agreed/Not Agreed/Defer |
| 4b | Allocate specific resources (for example, staff time, budget) for managing external partnerships. This ensures that such engagements do not detract from core activities. | Financial impact. May need to be deferred until funding becomes available - priority 3 (long term) | Defer | Agreed/Not Agreed/Defer |
| 4c | Develop joint initiatives with external partners that leverage PIDC's strengths and raise PIDC's profile. | Financial impact. May need to be deferred until funding becomes available - priority 3 (long term) | Defer | Agreed/Not Agreed/Defer |

PRIORITY MATRIX TABLE – PART TWO

| | Stocktake Report Recommendation | Notes | Committee Recommendation | Board Decision |
|----------|---|-------------|---|-------------------------|
| 1 | New organisational structure | | | |
| 1a | It is recommended that PIDC adopt and implement the new organisational restructure, depending on the following considerations: (i) Focus on the core support roles (ii) How critical the role is to achieving the strategic objectives of the strategic plan (iii) Affordability (iv) Organisational / Business Continuity (v) Attraction, retention of key and experience talent. | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 1b | Partial implementation would allow for the implementation of new positions by priority and criticality to PIDC. | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2 | Specialist roles | | | |
| 2a | It is recommended that a focus on the core business specialist roles drives decision-making around new operations structure (refer to DHS increased span of control) taking account of the following: (i) Criticality of the role (ii) Size and complexity of the role (iii) Budget / affordability | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2b | Legal and Policy Advisor | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2c | ICT Advisor | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2d | Intelligence Advisor | Medium Term | Consider prioritising this role | Agreed/Not Agreed/Defer |

| | Stocktake Report Recommendation | Notes | Committee Recommendation | Board Decision |
|----|--|-----------|---|-------------------------|
| 2e | Communications Specialist | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2f | Manager Research and Monitoring | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2g | Manager Programmes | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2h | Training Advisor | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2i | ICT Coordinator | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2j | Data Analyst | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2k | Training Coordinator | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2l | Research Officer | Completed | This is already an existing permanent role in the current Organisational structure | Adopted |
| 2m | Monitoring, Evaluation and Learning (MEAL) Officer | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2n | Program Officer | Mid Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |
| 2o | Events, Travel and Administration Coordinator | Long Term | Defer decision to new Financial Year (budget constraints) | Agreed/Not Agreed/Defer |