



Agenda Item 4: Strategic Focus Area 4 - Governance and Secretariat Support

Proposed Recommendation

The Board is invited to consider all the recommendations proposed under each discussion item.

(A) Secretariat Activity Update

Purpose

The purpose of the Secretariat Report is to inform the Board of the progress and achievements against planned annual activities as outlined in the 2024-25 Annual Work Plan and any specific challenges faced.

Background

2. Since the Board's last meeting in March 2025, the Secretariat has steadily been progressively working towards the implementation of its Annual Work Plan and this report presents a progress report on its activity update including progress on the Annual Work Plan outcomes using a summarised traffic light reporting format.

3. The major focus of the Secretariat's tasks for Quarter 4 of this new financial year has been the tendering of PIDC's external and internal audit, Progressing the PIDC-USP Masters in Border Security Course, Development of the Pilot phase of the PIDC Regional Information Sharing Platform (RISP) with IOM, Progress of the PIDC-IOM Regional research project, Solomon Islands website development programme, progressing the review and development of PIDC's new Strategic Plan and preparations for the 2025 Regular Annual Meeting in Nukualofa.

5. Some major achievements to date include:

- Solomon Islands website development completed and website ready for launching
- Publication of Solomon Islands new Strategic Plan completed and ready for launching
- Successful hosting of regional workshop for National Contact Points and PIDC Regional Information Sharing Platform Focal Points.
- Successful hosting of secondment programme at the PIDC Secretariat
- Tender of External and Internal Audit completed
- Quarterly Newsletter publications and PIDC Annual Report 2023-24 completed
- PIDC-IOM Research project through the IOM Development Fund completion of Solomon Islands national consultations.
- Active engagement with regional law enforcement secretariats under the Partnership Agreement on ongoing partnership discussions.
- Planning coordination of Inaugural Regional Biometrics and EPassport's conference progressing.

5. Despite competing priorities and staffing reduction, the Secretariat has been able to progressively advance activities as directed by Members and tracking to complete scheduled budgeted activities for this financial year including new partnership initiatives.

6. A Traffic lights report is summarised below for ease of reference for the Board. It should be noted that our delivery and progress of the implementation of activities is on target.

(a) Traffic Light Summary of Secretariat Report

SFA	Core Activity	Core Countries	Priority	Progress Update
Strategic Focus Area 1: Partnership and Coordination				
SFA 1	Stakeholder Engagement and PIDC Advocacy Programme <ul style="list-style-type: none"> - PICP Conference - OCO Conference - PIFS FRSC - MDA Talanoa Forum - ICAO SWG Meeting - IOM BMIC Conference - Bali Process - JHOPS - ANDEX Conference 	Partner Stakeholders	Core	Completed: Annual Conference engagements with OCO, PICP, BMIC, JHOPS, PIFS and PFC Ongoing engagements with OCO, PICP, PTCCC, PIFS, IOM, UNODC, JHOPS, PSC, PIFS, FFA, Pacific Fusion Centre & PTCN, Bali Process and the ANDEX network
Strategic Focus Area 2: National Immigration Strengthening				
SFA 2	Policy & Legislation Support	Niue	Core	Drafting Instruction report development to be completed in June.
SFA 2	Drafting of Legislation Support	Samoa		Ongoing support to regulations drafting and technical advisory support
		Tonga	Core	Drafting of Bill in Progress
		Solomon Is/RMI	Core	RMI draft Bill/Regs currently undergoing national approval process
	Strategic Plan Development Support	PIDC	Core	In progress to completion
	Training Curriculum Support	Nauru	Core	Completed
		RMI	Core	
	Standard Operating Procedures Support	Tokelau	Core	SOP Support put on hold and progress will be dependent on Tokelau decision
Strategic Focus Area 3: Border Enforcement and Travel Facilitation				
SFA 3	Website Support	Solomon Islands	Core	Completed and ready for launching
	Website Support	Tonga	Hakili Matagi	Rescheduled to July 2025 as Tonga prioritises completion of BMS project by June 2025
	BMS Business Case Development Support	Kiribati	Core	Put on hold for July 2025
	PIDC Visibility Work <ul style="list-style-type: none"> - Monitoring Communication Specialist - Socialising Communication Plan - Social Media Update and other visibility reports - Complete Social Media Policy - Implementation of the communication plan 	Membership		In progress and Ongoing
	Publications <ul style="list-style-type: none"> - 2023-24 Annual Report - Newsletters - 2024 Country Report - Members Strategic Plans 		Core	Completed (i) 2023-24 Annual Report approved by Board and currently undergoing publication design phase (ii) Country report analysis completed

	Regional Training Programmes:			
	a) <i>Intelligence Support Programme</i>	FSM	Core	Put on hold and rescheduled to new financial year
		Palau/RMI	Core	
	b) <i>Operational Secondment Programme</i>	Tonga	Core	Completed: Secondment programme for Tonga Immigration seconded to the PIDC Secretariat
	c) <i>USP Postgraduate Diploma in Border Security</i>	All Members	Core	Ongoing: PIDC funded students enrolled for 2025 academic year and Masters course launched
	d) <i>USP Masters in Border Security Development</i>	All Members	Core	Completed and Master Programme launched for 2025 academic year – Core courses to be delivered in 2026
Strategic Focus Area 4: Governance and Secretariat Support				
SFA 4	Governance/RAM & Board meetings		Core	Ongoing: (i) Completed - Virtual Board meeting No.1 in November 2023 on track (ii) Completed - Board meeting No.2 in March 2024 (Samoa) (iii) To be completed at 24 RAM and Board meeting No.3 scheduled for quarter 4 planning with Host Country in progress
	Stock Take Report			In progress: Initial review undertaken and Implementation Matrix presented at Board meeting number 2 and to be further reviewed at Board meeting No. 3
	Membership Contribution Fund Revised fee notification and awareness			In progress: Notification to members sent
	Partnership Engagement Policy and Donor Funding Strategy			Completed: endorsed in Board meeting No.2
SFA 4	PIDC Scholarship Policy			Completed: endorsed at Board meeting no.2
	Explore new funding opportunities			Ongoing: PIDC Secretariat secured new funding agreement with PNGICA and partnership capacity funding with UNODC
	PIDC Logo registration			In progress: Application submitted for processing
	Monitoring of the Procurement Manual			In progress and Ongoing

Key

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

Partnership Initiatives funded by partner organisations

- (i) IOM funded joint research project as part of PIDC's commitment to deliver on SFA 3 to provide strategic direction on PIDC's supportive role on PIDC Members labour mobility activities in progress.
- (ii) Partnership with IOM on piloting of development of a secure online reporting platform with analytics capability for PIDC members in progress.
- (iii) UNODC Transnational Crime Funding to support the Northern Pacific Intelligence Programme and PIDC NCP regional workshop in quarter 3 finalised and planning in progress.

Proposed Recommendations

The Board is invited to:

- (i) **endorse** the Secretariat Report.
- (ii) **encourage** the Secretariat to continue working with members on the implementation of the 2024/25 Annual Work Plan.

(B) Financial Update

Purpose

The purpose of this paper is to update the Board on the current Finances for the PIDC Secretariat for the current financial year. The current report summarises the finances for the Secretariat from quarter one to quarter four, which is till 30th May. It provides an overview of the Secretariat's finances for the current financial year.

Background

2. The financial update is provided at Board Meetings as a standing agenda item to inform the Board of the current state of PIDC finances. The current finance report provides an update covering the period from July 1, 2024, to May 30, 2025. At the last Board Meeting, the Secretariat tabled the report for quarter three, which primarily covers the period from January to February 2025.

Overall Performance

3. From the 1st of July 2024 to the 30th of May 2025, the Secretariat received a total revenue of WST\$2,537,985 for the current financial year. The income was mainly from our two major donors, the Australian Department of Home Affairs and Trade, the New Zealand Ministry of Foreign Affairs and Trade, the New Zealand Ministry of Business, Innovation, and Employment, the Host Country of Samoa, the Papua New Guinea Immigration and Citizenship Authority (PNGICA) and from Member Countries. For the first time, PNGICA has stepped in and assisted the Secretariat in signing a four-year agreement to support the capacity-building programme for Members, providing NZD 100,000 per year for the next four years.

A. REVENUE

TABLE 1 – REVENUE

REVENUE	Budget	Actual	% of budget	Q1 -Q3 July-March	Q4 April-June	Total	Variance
AUSTRALIA	950,000	895,907	36%	895,907		895,907	\$54,093
NZ MFAT	670,000	622,760	26%	622,760		-	\$47,240
NZ MBIE	330,000	333,459	13%	333,459		333,459	(-3,459)
HOST COUNTRY	90,800	90,800	3%	68,100	22,700	90,800	---
PNG ICA	160,000	163,220	6%	163,220		163,220	(\$3220)-
MEMBERS	110,000	131,839	4%	78,353	53,486	131,839	(\$21,839)
DEFERRED INCOME	300,000	\$300,000	12%		-	300,000	--
TOTALS	2,610,800	2,537,985	100%	2,461,709	76,186	2,537,895	72,815

4. The Secretariat has received 97% of the overall income budgeted for the current financial year, with the Members' contribution received being \$21,839 more than the budgeted amount. This is due to Members' continuous support in ensuring that they pay their contributions on time.

TABLE 2: EXPENDITURE

2025/2024 EXPENDITURE	% of budget	BUDGET	Q1- Q3	Q4	Total	Variance	% Utilised
Operation costs	8%	200,000	155,822	37,974	193,796	6,204	97%
Programme Activities	52%	1,357,985	831,381	217,228	1,048,609	309,376	77%
Salaries & Recruitment Costs	40%	980,000	658,542	247,668	906,210	73,790	92%
Subtotals	100%	2,537,985	1,645,745	502,870	2,148,615	389,370	84%
Totals	100%	2,537,985	1,645,745	502,870	2,148,615	389,370	84%

TABLE 3: Strategic Focus Area

2025/2024 EXPENDITURE	% BUDGET	BUDGET	ACTUAL	Variance	% Utilised
SFA1- PIDC Advocacy/Research Activity	1%	30,200	38,500	(8,300)	126%
SFA2 Legislation, Training curriculum, SOP, Strategic Planning, USP & Capacity Building	19%	615,600	601,096	14,504	97%
SFA 3- BMS, Website Support, PIDC Visibility work, Members Intelligence	9%	214,000	184,000	30,000	86%
SFA 4 Annual Board Meeting, Regular Annual Meeting, Salaries & Operation costs	71%	1,678,185	1,333,319	343,866	79%
Subtotals	100%	2,537,985	2,148,615	389,370	85%
Totals	100%	2,537,985	2,148,615	389,370	85%

5. As of May 30th, expenses for the current fiscal year came to a total of \$2,148,328, excluding June's costs, which will be compiled once the financial year ends on the 30th of June. The expenditure breakdown is in Table 2, which is shown above. The expenditures shown were mainly for the programme activities planned in the budget, including visibility work for the Secretariat, the social media page, the USP Master's Programme, the USP Postgraduate Diploma Programme, website support, and strategic Planning support to the Solomon Islands.

CASHFLOW FORECAST

6. The Closing cash balance as of the 30th of May 2025 is WST\$ 300,000, with only one month left for the end of the financial year. The Secretariat has implemented 85% of the planned Programme activities for the current financial year.

Proposed Recommendations

The Board is invited to:

- (i) **note** the financial update and performance of the Secretariat for the current financial year 01 July 2024 – 30 May 2025 for the current financial year.
- (ii) **thank** and **acknowledge** the continued financial support provided by the Principal Donors Australia, New Zealand MBIE and Samoa as the Host Country, PNGICA, Members for their continued financial support to the Secretariat; and
- (iii) **note** the expenditure breakdown provided as of 30th May 2025

(ii) Internal and External Audit Report update

Purpose

7. This paper seeks to update the Board on the outcomes of the external and internal audits.

Background

8. At the last Board Meeting, the Secretariat informed the Board that both external and internal audits had been tendered out widely, both locally and throughout the region. At the time of tender closure for both internal and external audits, only three Audit firms submitted their applications for the internal Audit, and two submitted their proposal for the external Audit.

Internal Audit	External Audit
KPMG	KPMG
BDO	BDO
Apia Chartered Accountants	

9. The Evaluation Committee, which consists of the Deputy Head of Secretariat, who also serves as the Chair of the Evaluation Committee, the Audit and Risk Committee Representative from Australia, the Host Country Representative for Samoa, and the Finance Manager, met to evaluate the Audit tender. The committee reviewed the proposal by the weighting in the Terms of Reference (TOR), which is 80% for the technical evaluation and 20% for the financial review.

10. The committee in its subsequent assessment determined that KPMG, if agreeing to lower their financial proposal, would be the external auditor for the next three years, given that BDO has been the external Auditor for PIDC for the past 8 years. This is intended to provide a fresh perspective on the financial audit of the Secretariat. The outcome of the negotiation with KPMG revealed that PIDC will incur approximately \$50,000 costs per year for the next three years for external audit services. Additionally, the internal audit will cost around \$30,000 for the next financial year, totaling \$80,000 for both Audits. At the time of writing this report, the Committee is still in the process of finalising the outcome for both the internal and external Audit for the final recommendation to be submitted to the Head of Secretariat for approval

Financial Implications

11. The estimated cost for both internal and external audits will be approximately WST 80,000 for the new financial year. It should be noted that the new costs of WST\$50,000 charges for external auditing from KPMG in their proposal would be an increase of WST\$28,000 costs in comparison to

BDOs cost of their auditing services for the last 8 years where they have been charging PIDC WST\$22,000 per year. PIDC is a small organisation and the organisation is to determine the viability of picking these additional costs should a contract be offered to KPMG in light of the current limitations to the organizations funding sources.

Proposed Recommendations

The Board is invited to:

- (i) **note** the tender update for the internal and external Audit.
- (i) **task** the Secretariat to work with the Evaluation Committee to finalise the Internal and External Audit to ensure a smooth transition for the Audit.

Members' Contribution Fund Update

Purpose

12. This paper seeks to update the Board regarding the Members' contribution fund for the current 2024/2025 Financial Year as required under Financial Regulation.

Background

13. A standard agenda item in every Board Meeting is the update on the Membership Contribution Fund. The following summarises the contribution fund for the current 2024/2025 Financial Year as required under the PIDC Financial Regulation. The table below shows the outstanding contributions for Members' contributions as of 28 February 2025.

14. Members continue to contact the Secretariat to follow up on their Membership contribution. The Secretariat continues to thank Members for their timely payment of contributions.

Table 5: Outstanding Member Contributions as of 30th May 2025

Membership Contribution	
Current Year	\$13,982
Prior Year Contributions	-
Totals	\$13,982
Members' Outstanding Membership Fees	
French Polynesia	\$8,752
Palau	\$5,230
Totals	\$13,982

15. The Total Outstanding for Members' Contributions is WST13,982 for the current financial year.

Proposed Recommendations

The Board is invited to:

- a) **note** Member's contribution fund update
- b) **note** the outstanding contribution for Members as of 30th May 2025

C. Draft PIDC Annual Workplan 2025-26

Please refer to Agenda Item 3(b)(iv) – Draft PIDC 2025/26 Annual Workplan and Budget for details to this item