



Pacific Immigration
Directors' Conference



2017
ANNUAL REPORT



Developing and harmonising immigration policy and legislation across the region to meet international standards



PIDC MEMBERS



Australia



Cook Islands



Federated States of Micronesia



French Polynesia



Fiji



Kiribati



Republic of the Marshall Islands



Nauru



New Caledonia



New Zealand



Niue



Palau



Papua New Guinea



Samoa



Solomon Islands



Tonga



Tuvalu



Vanuatu



Wallis and Futuna



JULY 2016 – JUNE 2017 ANNUAL REPORT PACIFIC IMMIGRATION DIRECTORS' CONFERENCE



Facilitating capacity development and effective regional cooperation in managing and securing the Pacific gateways

The Pacific Immigration Directors' Conference (PIDC) is a regional organisation serving the immigration agencies of 19 Pacific Island Countries and Territories. The PIDC enables the heads of immigration agencies to develop joint responses to common challenges and enhances multilateral co-operation and mutual assistance to strengthen Members' individual and collective capacity to better manage the integrity of their territorial borders and provide national migration policy advice.

PIDC activities are underpinned by core values of commitment, openness, trust, respect, integrity, innovation, flexibility, good governance, rule of law, leadership and the importance of family and teamwork.

The Secretariats work programme is delivered and monitored through five key activity areas including:

- i. Policy and Legislative Reform
- ii. Data Collection, Research, Analysis and Information Exchange
- iii. Advocacy, Liaison and Representation
- iv. Building and Sharing Knowledge and Expertise
- v. Governance and Accountability





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Advocacy, Liaison and Representation

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Building and Sharing Knowledge and Expertise

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Governance and Accountability



ACRONYMS

ACP	Annual Collection Plan
DIBP	Australian Department for Immigration and Border Protection
FRSC	Forum Regional Security Committee
FSM	Federated States of Micronesia
HoS	Head of Secretariat
HR	Human Resources
ICAO	International Civil Aviation Organisation
IBDP	International Border Development Programme
INZ	Immigration New Zealand
IOM	International Organisation for Migration
ISWG	Information Sharing Working Group
OCO	Oceania Customs Organisation
PICP	Pacific Islands Chiefs of Police
PICTA	Pacific Island Countries Trade Agreement
PIDC	Pacific Immigration Directors' Conference
PIFS	Pacific Islands Forum Secretariat
PILON	Pacific Islands Law Officers' Network
PRIIP	Pacific Region Immigration Identity Project
RMI	Republic of Marshall Islands
RSDP	Regional Skills Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime





CHAIRS FOREWORD



Damien Jacklick

PIDC Chairperson for 2016/ 2017 and Republic of
Marshall Islands Immigration Director

Dear Colleagues,

It has been an honour and privilege to act as Chairperson of PIDC for the past year, a time of substantial positive change for our organisation.

In my previous role as Vice-Chair, I was honoured to sign on behalf of PIDC the Headquarters Agreement with the Government of Samoa which provided the opportunity for us to develop a Secretariat in Apia that we could all look to build upon. A Secretariat that we could expand to support the needs of our Members so that we could realise the objectives of our Pacific Island Leaders in achieving a region of peace, security, prosperity and dignity.

I am happy to say that with the gracious support of our Donors, the Secretariat Host country, the hard work of your Board and the Secretariat, we now have a PIDC office in Apia of which we can be proud of. This is something that we can all be proud of.

While many important activities were undertaken during the year, one activity that I am especially proud of is the holding of the inaugural PIDC Executive Leadership Course that looks to develop a strong cadre of leaders to guide the Membership as we go forward. I look for this activity to be maintained and strengthened to ensure that PIDC Members are able to successfully navigate and resolve any and all challenges they may face at the national and regional level.

At the conclusion of Republic of the Marshall Islands' tenure as Chair, I am proud to say that we have built upon and added to the legacy of PIDC.

We leave in place a Secretariat that has been able to successfully re-establish itself in Apia.

We leave in place a Board that has successfully provided effective oversight to the running of the organisation providing tireless contributions due mainly to our will to ensure PIDC is to succeed.

Lastly, judging from my discussions with our Members, Donors, and key regional and international partners, we leave in place an organisation that is now fully equipped to go forward in realising the vision of our leaders by:

- ensuring the integrity of our communities' borders;
- facilitating the seamless movement of legitimate travel; and lastly
- looking to maximise the potential returns provided by migration through labour mobility.

To conclude, I wish the incoming chair all the best for the next twelve months and as always, stand prepared to support where I can if needed.



VICE CHAIRS FOREWORD



Nicola Hogg

PIDC Vice Chairperson for 2016/ 2017 and
Immigration New Zealand Representative

Dear Immigration Directors,

It is a pleasure to have been your Vice-Chair for the 2016-17 year. This has been a year of significant change, and accomplishment. Since last year's Marshall Islands Conference, we have seen some a lot happen over the course of the year for PIDC. For instance, the PIDC Secretariat transition to its new headquarters in Apia which has also allowed for the organisation's brand new start as an independent legal entity, which has been implemented successfully.

We've also seen a culmination of new initiatives such as the Information Sharing Working Group, the legislative workshop, and the Executive Leadership workshop – this is commendable given the scale and the demand required of this organisation. I applaud Head of Secretariat Ioane Alama, and the hard-working Secretariat staff Akuila Ratu and Sachin Singh for doing all of this, as well as moving countries.

With all the progress made in the previous term, I also know that the leadership by our Chair was also instrumental to ensure PIDC's new strategic direction was fulfilled. In this regard I would like to make a special acknowledgement to the Chair, Damien Jacklick of RMI, who has been steering the course of our waka as PIDC through some exciting times.

The progress of the organisation over the last year has created an excellent starting point for the development of a new strategy, and the implementation of some large scale projects such as a pan-Pacific Information Sharing Memorandum of Understanding.

I thank all those who have supported PIDC in their transition to Apia, and I look forward to the year ahead.

Nga mihi



Head of Secretariat's Year in Review



Ioane Alama

Head of Secretariat

Greetings from the Secretariat! This financial year has definitely been a busy one representing a time of transition, great change and bright new beginnings.

In terms of the Secretariat, we have seen some of the most significant changes to PIDC since the organisation was first established in 1996 with the relocation of the PIDC Secretariat to Samoa after operating successfully for many years from Suva, Fiji.

Since the 2016 PIDC Regular Annual Meeting, Secretariat offices in Suva were closed down with key documents, artefacts and equipment transferred; new commercial and operational relationships established in Samoa; and new Secretariat offices constructed in Apia. At the same time, the organisation was able to develop a number of governance processes to operationalise priority areas of the PIDC Regulations; implement two successful internal audits to identify potential financial and operational risks; finalise staff employment contracts and relocation; and undertake a robust consultation process on the renaming of PIDC while simultaneously implementing a revised PIDC Work Plan.

In terms of project and service delivery, the main focus remained ensuring continuity in supporting Members' needs. Priority immigration areas were identified with a focus on developing regional resources and baseline information to support future evidence based PIDC work. As such, PIDC invested in: (a) updating the PIDC Model Policy and Legislative Framework to provide model regional immigration standards and best practices; (b) training senior PIDC executives and managers to drive and facilitate national transformational change and supporting technical trainings provided to PIDC Members; (c) coordinating research to guide future PIDC activities in labour mobility; (d) completing a PIDC Training Needs Analysis to provide baseline information on Members' training needs and priorities; (e) continuing information and intelligence support to Members through the monthly intelligence bulletins and PIDC Alerts System; and (f) developing specific recommendations through a technical working group on how to strengthen information sharing between PIDC Members.

Going forward, PIDC remains committed to enhancing collaboration and to strengthening Members' capacity to manage their borders through real, effective and pragmatic changes at the national level. To support this change, PIDC has identified key operational immigration areas prioritised by Members, and will work to build Members' capacity in these areas by: (a) developing regional standards, best practices and model resources appropriate to the PIDC region; (b) adapting these regional standards, best practices and model resources to strengthen the national capacity of Members appropriate to their domestic circumstances; and (c) promoting collaboration, inter-operability and where possible harmonisation of concepts, processes and approaches between PIDC Members.

As Head of Secretariat, I would like to stress that the activities detailed in this report were only possible due to the hard work of the outgoing PIDC Chair Mr Damien Jacklick from Republic of the Marshall Islands, Board Members, Donors, Host Country, PIDC staff and partner organisations who all worked beyond what was required to ensure the Secretariat's relocation to Apia was a relatively smooth experience. The future for PIDC Members looks bright indeed.



VISION, MISSION AND VALUES

Our Vision:

Border integrity across the Pacific through regional cooperation, facilitating seamless and efficient people movement that contributes to economic growth.

Our Mission Statement:

PIDC Members working together to build and enhance quality immigration and border management practices within the Pacific region.

Strategic Objectives

1. To improve the management of international people movements;
2. To strengthen border management and security;
3. To work together to build capacity to deliver immigration services

PIDC Values

- A) **COMMITMENT** Members have a stated obligation to the PIDC family and what it stands for
- B) **OPENNESS** Within the PIDC membership there is a sense of freedom engendered by the sharing of information and experiences
- C) **FAMILY AND TEAMWORK** The PIDC membership has a sense of identity and loyalty to the group
- D) **TRUST AND RESPECT** There is complete confidence in members sense of unity and dignity
- E) **INTEGRITY** Members are committed to honesty, transparency and ethical behaviour
- F) **INNOVATION AND FLEXIBILITY** Members are open to new ideas and improvements and encourage the broadening of knowledge and skills
- G) **GOOD GOVERNANCE** Members are committed to enhancing and maintaining the rule of law in an environment of transparency and accountable decision-making
- H) **RULE OF LAW** Immigration authorities are first and foremost the enforcement agency of the government ensuring the security of the border, and function best in an environment of the legitimate rule of law
- I) **LEADERSHIP** Leaders in immigration influence others into action by doing what is right first time and all the time through all the above values

Members will at all times uphold these values and inspire those they serve.



ORGANISATION STRUCTURE

PIDC is structured around supporting and implementing the decisions made by the 19 PIDC Members that have signed the PIDC Memorandum of Understanding. Members include:

Australia, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Republic of Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, Wallis & Futuna and Vanuatu.

To implement the decisions made by PIDC Members, the PIDC Secretariat was established and served the organisation for 18 years from Suva, Fiji before relocating to Apia, Samoa in August 2016.

To provide strategic direction to the organisation and oversee the activities of the Secretariat, PIDC established a Board made up of

representatives of the Pacific Islands subregions, small island states, host country and principal donors. The Board meets three times over the course of the financial year (July to June), to monitor the implementation of the organization's annual work plan.

Governance

All PIDC Members meet at an annual conference to coordinate activities, engage with partner organisations, identify emerging and current migration challenges, develop collaborative responses, and review the work of the Board and Secretariat. Members are briefed on the activities and finances of the organisation and are invited to endorse the Secretariat's proposed budget and work plan for new financial year.

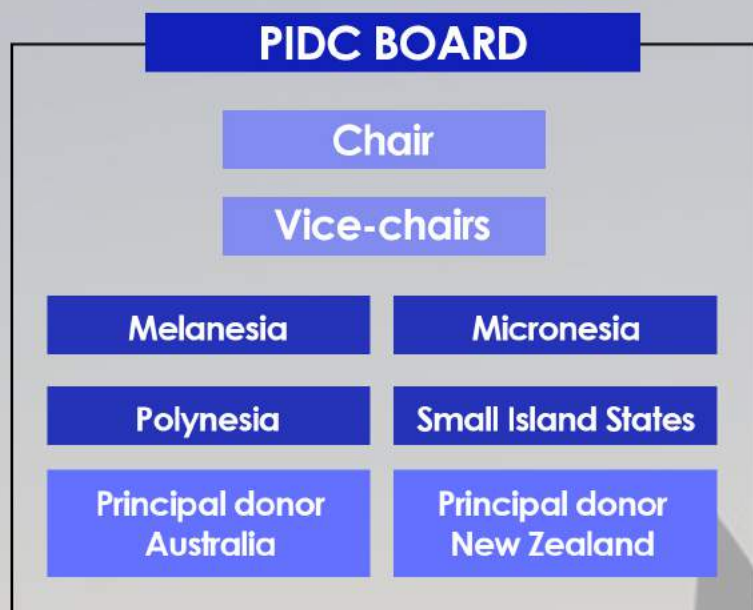




PIDC ORGANISATION CHART IN 2016



The **PIDC** operating as a conference of members, comprising representatives of each member country, shall have the ultimate decision-making power in all matters to do with the policy and operation of the organisation.



The **Board** is a permanent subsidiary body of the PIDC and shall act on behalf of the PIDC to provide governance to the organisation. The Board is responsible for setting the strategic direction and ensuring the PIDC's programme of work and other objectives are delivered and are adding value. It is also responsible for ensuring that the PIDC is a going concern; that reputational financial and non-financial risks are identified and effectively mitigated and that policies are in place that ensure resources are used responsibly and with accountability.

The **Chair** of the PIDC is also the Chair of the Board. In the exercise of their functions, the Chair remains under the authority of the PIDC. The Chair is empowered to act on behalf of the PIDC in procedural matters relating to decision-making and conduct of meetings, and on behalf of the Board in certain matters as outlined in PIDC's regulations and policies.



The Sub Committees have no decision making authority and report to the Board on their deliberations and recommendations



Head of Secretariat as the principal administrative officer of the PIDC, shall have the powers necessary to execute the ordinary business of the PIDC in order to further the objectives as authorized in the PIDC Constitution. The Head of Secretariat is responsible for enabling the Board to deliver its annual work programme within the approved budget. This includes following Board policies and procedures, regular and timely reporting; and the highest levels of integrity in providing services and advice to member countries.



BOARD

Board members are elected at the Regular Annual Meeting for a term of one year. The Board is made up of the Chairperson and Vice-Chairperson of the PIDC as well as representatives of Melanesia, Micronesia, Polynesia, Small Island States and the Principal Donors. At the Regular Annual Meeting held in Apia in June 2017, the Board Membership was expanded to include the outgoing Chairperson as a second Deputy Chairperson and also a representative of the Host Country.

The Board members for 2016 included the Republic of the Marshall Islands (Chair), New Zealand (Vice Chair & Principal Donor), Vanuatu (Melanesia), Palau (Micronesia), Cook Islands (Polynesia), Tuvalu as the representative of Small Island States and Australia (Donor). The Board meets on at least three occasions in a year and more often if required for the efficient and effective exercise of its functions.

2016/17 Board Members

CHAIR

Damien Jacklick

(Republic of the Marshall Islands)
Director of Immigration
Ministry of Justice & Immigration



VICE CHAIR PRINCIPAL DONOR

Nicola Hogg

General Manager
Intelligence, Risk & Integrity Division
Immigration New Zealand



HENRY TAMASHIRO
(Melanesian Representative)
Director
Department of Immigration, Vanuatu



KAIRANGI SAMUELA
(Polynesian Representative)
Principal Immigration Officer
Ministry of Foreign Affairs and Immigration,
Cook Islands



FLAVIN MISECH
Acting Director
Palau Bureau of Immigration, Palau



LEILANI SAITALA
(Small Island States Representative)
Senior Immigration Officer
Tuvalu Immigration Division, Tuvalu



COMMANDER ANTHONY SEEBACH
(Australia as one of the Principal Donors)
Assistant Secretary, Pacific and Transnational Issues
International Division
Department of Immigration and Border Protection



AGAFILI SHEM LEO
Chief Executive Officer
Ministry of Prime Minister
and Cabinet Samoa



SECRETARIAT

The PIDC Secretariat is based in Apia, Samoa and consists of three permanent staff members – the Head of Secretariat, Deputy Head of Secretariat and the Office Manager.



Head of Secretariat – Ioane Alama



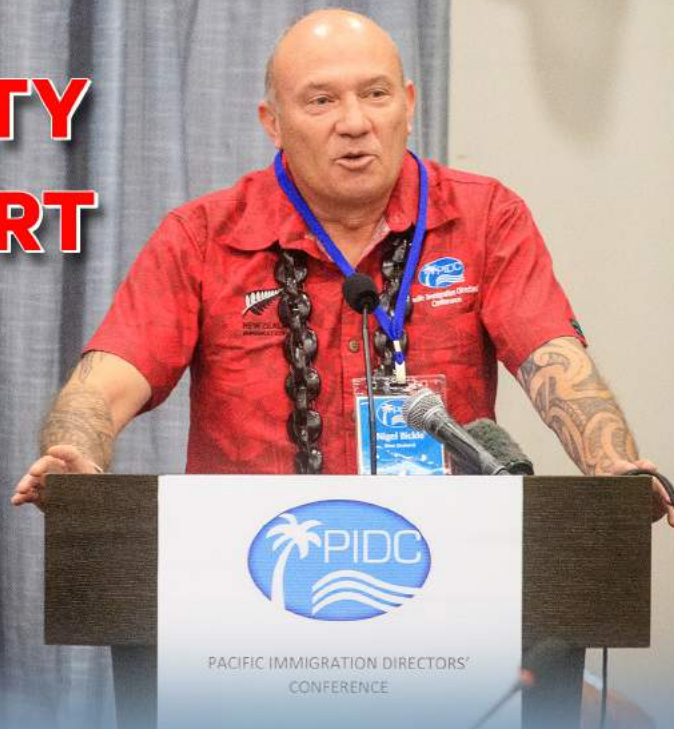
Deputy Head of Secretariat – Akuila Ratu



Office Manager – Sachin Singh



KEY ACTIVITY AREA REPORT



Our Vision: Border integrity across the Pacific through regional cooperation, facilitating seamless and efficient people movement that contributes to economic growth.

Our Mission Statement: PIDC Members working together to build and enhance quality immigration and border management practices within the Pacific region

Strategic Objectives

1. To improve the management of international people movements;
2. To strengthen border management and security;
3. To work together to build capacity to deliver immigration services

Key Activity Areas

KAA 1: Policy and Legislative development

Members will have immigration policy and legislation that enables border integrity and immigration management that meets international obligations.

KAA 2: Data collection, research and analysis and information exchange

Members will collect and share information, including assisting with the provision of research and analysis utilising relevant sources.

KAA 3: Advocacy, liaison and representation

Members work in partnership with key national, regional and international agencies and forums to contribute to economic and social outcomes.

KAA 4: Building expertise and sharing knowledge and expertise

Members build and share knowledge and skills that enhance border integrity and immigration services. This partnership will increase the capability of members to identify and address emerging issues.

KAA5: Governance and accountability

The Secretariat and the Management Board are accountable to Members for transparent budgeting and reporting on the activities and administration of the PIDC.



KEY ACHIEVEMENTS FROM JULY 2016 – JUNE 2017

In the ten months between the 2016 PIDC Regular Annual Meeting in Majuro and the 2017 meeting in Apia, PIDC witnessed one of the most significant periods of change in its 20-year history.

In addition, to the 'normal' work required of a regional Secretariat to support and coordinate work plan activities of an organisation made up of 19 Member Countries and Territories, PIDC also physically relocated and established office and homes in Apia, and developed governance processes to operationalise certain parts of the PIDC core Regulations. In spite of these competing priorities, the Secretariat, with significant support from the Board and Donors has been able to complete this challenging work for the organisation.

Major **relocation activities** for 2016-17 business period included:

- recruitment and appointment of a new Head of Secretariat;
- office relocation;
- construction of new PIDC Secretariat premises;
- finalising employment contracts, taxes, insurance and related administrative issues as per PIDC Headquarters Agreement with the Government of Samoa;
- establishing bank accounts and financial systems and processes to manage funds; and most importantly
- safe relocation of staff and families from Suva to Apia.

Major **operational activities** for the 2016-17 business period included:

- review of the PIDC Model Policy and Legislative Framework beginning with a one-week sub-regional workshop in Apia;
- establishment of the PIDC Information Sharing Working Group and coordination of two meetings in Auckland and Apia and to provide recommendations for Members to consider;
- relaunch of the PIDC Newsletter, monthly intelligence Bulletin and continued support to Members through the PIDC Alerts system

- completion of an advocacy programme allowing the Head of Secretariat to travel to actively engage with key Stakeholders over the first six months of employment;
- coordination of research on Labour Mobility, irregular migration and data and information sharing;
- negotiation and logistical support for inaugural participation of PIDC Member immigration officers in DIBP International Pleasure Craft Search course in Australia;
- successful hosting of a one-week regional workshop on Executive Leadership and Management for senior PIDC officers;
- successful hosting of a one day regional workshop on Intelligence use for senior PIDC officers;
- providing logistical support to three one-week RSDP activities in Fiji and Australia;
- supporting UNHCR and UNODC regional meetings and activities; and
- completing a PIDC Training Needs Analysis to provide baseline information regarding Members' training needs and priorities.

Major Secretariat **governance activities undertaken** during the reporting period include:

- successful hosting of four Board meetings;
- successful hosting of the 2016 Regular Annual Meeting by the Republic of the Marshall Islands Government in Majuro in July 2016;
- successful hosting of the 2017 Regular Annual Meeting by New Zealand in Apia, Samoa in June 2017;
- coordination and facilitation of the PIDC change of name process with Members; and
- successful completion of PIDC's first external audit since becoming a legal entity;



The activities detailed in the report were only possible due to the hard work of the PIDC Chair, Board Members, Donors, Host Country and Transition Project staff who ensured the Secretariat's relocation to Apia was a relatively smooth experience.

2017 Regular Annual Meeting

During the reporting period, the 2017 Regular Annual Meeting and 20th meeting for heads of immigration agencies was hosted in Samoa by Immigration New Zealand. Representatives from 18 member States and Territories met for the PIDC twentieth Regular Annual Meeting in Apia, Samoa from 20 to 22 June 2017.

Members welcomed the significant work undertaken by the Board and Secretariat to relocate the PIDC headquarters office to Apia and officially opened the Secretariat offices with representatives of partner organisations attending the Regular Annual Meeting with a formal prayer of blessing.

In keeping with the theme for significant change, Members agreed to change the organisation's name to the Pacific Immigration Development Community to reflect the organisation's international legal entity status with an established Secretariat and extensive annual work plan. The Secretariat was tasked with ensuring that Stakeholders were informed and that the organisation's mission and main priorities remained unchanged in assisting Members to secure borders and facilitate legitimate travel to support development and economic growth

Agreed priorities for 2017/ 2018

For 2017/ 2018, Members agreed that with the completion of the Secretariat relocation, all energies should now turn to the implementation of the organisations strategic objectives. Members agreed that there should be a particular focus on:

- a) developing a long term strategic framework with a new strategic plan and an integrated multi-year work programme;
- b) establishing a regional ability to legally share immigration related information, including agreement to the text of an MOU at the next annual conference with a commitment from members to sign at the annual conference or as soon as possible thereafter;
- c) strengthening the PIDC Intelligence Network to combat border threats;
- d) supporting national and regional labour mobility efforts through strengthening immigration capacity to provide national policy advice and streamline immigration work permit processes;
- e) strengthening training capabilities within the membership, including development of a training curriculum and training modules and to seek accreditation of that scheme;
- f) supporting Immigration modernisation by providing technical assistance in areas including model standard operating procedures for removing persons and receiving deportees, legislative reviews, automated border management systems and primary line research as well as data collection, executive leadership and profiling capacity building activities.





PIDC'S JOURNEY TO LEGAL ENTITY STATUS

In 2009, PIDC recognised through an institutional review that as the organisation grew in both activities and regional stature, it needed a structure and legal identity, independent of its donors, that would enable it to function more effectively. Under the existing arrangement of cooperation in 2009, PIDC had no formal legal structure affecting its ability to employ staff, open bank accounts and secure diplomatic privileges and immunities.

While the Institutional Review Team recognised the important contributions of principal donors New Zealand and Australia in the development of PIDC, it agreed that it was now appropriate for the organisation to become more independent. Obtaining legal entity status would allow for a greater degree of independence enabling PIDC to: (a) actively recruit regional staff; (b) manage its finances and operate bank accounts; (c) operate with appropriate diplomatic privileges and immunities; (d) seek additional funding sources; and (e) take direct responsibility under an appropriate governance structure for its own affairs.

Evident from the review was the overwhelming desire of Members and Stakeholders to ensure that PIDC: (a) retained the ability to coordinate Members to work collaboratively to shape the strategic direction and work-plan of the Organisation; and (b) continued to deliver immigration technical and development support to Members. Members endorsed the strategic importance of an effective and collaborative immigration body as a key regional security necessity that would support partner non-immigration border and law enforcement agencies.

In 2011, Members at the annual conference decided for PIDC to work towards obtaining legal entity status and while a range of options were considered, it was agreed for PIDC to seek legal entity status under a headquarters arrangement with a host

government. Given PIDC's historical presence in Suva, Fiji was provided the first opportunity to develop a headquarters agreement with Samoa volunteering to act as an additional option if required.

In anticipation of PIDC operating as an independent legal entity, the Management Board was tasked to expedite a process to establish a Memorandum of Understanding (MoU) through which each Member State formally agreed to the establishment of the PIDC Secretariat as the organisation's administrative mechanism, under the governance and direction of the PIDC Board. Following the endorsement of the MoU and PIDC Constitution in 2014, PICTs throughout the region began signing up to the MoU to become members of PIDC under its new legal form.

The Invitation to Samoa

At the 2015 Regular Annual Meeting, after several years of negotiating for the establishment of a PIDC Headquarters with Fiji, Members agreed that due to operational and development programmes tied to the legal entity status process put on hold since 2010, there was a need to urgently establish the PIDC Headquarters. Members welcomed an invitation from the Government of Samoa to relocate the PIDC headquarters from Fiji to Samoa to obtain legal entity status as a body corporate. The Headquarters Agreement between PIDC and the Government of Samoa, along with an Order of State were both signed by Prime Minister Tuilaepa Aiono Sailele Malielegaoi and PIDC incoming Chair Mr Damien Jacklick in June 2016.





PIDC SECRETARIAT'S RELOCATION TO SAMOA

PIDC Secretariat closes Office in Fiji.

On 31st July 2016, PIDC closed another chapter of its history when it officially closed its office in Suva after operating in Fiji for twenty years. The PIDC had originally set-up its first office at the Pacific Islands Forum Secretariat in 1996 and had progressively expanded its original role of coordinating annual meetings to supporting and providing technical expertise and advice to immigration agencies across the Pacific.

Operating out of level 5, FNPF Plaza, in Suva, Fiji the PIDC Secretariat enjoyed a strong working relationship with Fijian government stakeholder agencies, regional and international organisations based in Fiji and most importantly with the Fiji Immigration department.

Upon the closure of the PIDC office in Fiji, Members agreed to donate all PIDC furniture and equipment to Nakorotubu Primary School, a Fijian rural school badly damaged by Cyclone Winston in 2016, as part of the Fijian Government "Adopt a School Programme" to support cyclone rehabilitation.

The equipment was handed over in a formal traditional ceremony attended by the entire school community including students, teachers, parents and community elders who expressed their emotional appreciation to PIDC representatives. The handover ceremony marked the Secretariat's last official engagement in Fiji.

PIDC Secretariat Relocation to Samoa

The transition of the Secretariat offices and staff was a significant task that required the bulk of PIDC focus for 2016. Significant lead up work was undertaken initially by PIDC contracted Transition Manager Ms Jane McLoughlin and Transition Finance Consultant Mr John Kyne with the support of the Board and Secretariat. During the reporting period the bulk of the transition work was transferred to the Secretariat with additional support still being provided by the Board, Ms McLoughlin and Mr Kyne.

The work required a number of activities including the transition of personnel, where expatriate staff were moved to Samoa with the appropriate insurances and establishment grants and work was done to establish their families in appropriate housing and education facilities; and the transition of goods, both personal goods of Secretariat staff without import duties and of the Secretariat's contents.





KEY ACTIVITY AREA 1: POLICY AND LEGISLATIVE REFORM

Objective: Members to develop immigration policy and legislation that enables comprehensive border and immigration management and supports national economic development initiatives.

Summary of Progress and Achievements

Robust policy and legislative frameworks are essential prerequisites for modern effective immigration agencies. During the reporting period, the Secretariat updated its regional model policy and legal provisions guide (PIDC Model Policy and Legislative Framework) to validate appropriate international and regional standards and best practices to use as a platform to support Members modernise, streamline and where appropriate standardise their legal frameworks.

PIDC Model Policy and Legislative Framework Sub-regional workshop

To support Members modernise and strengthen immigration policies and legislation PIDC developed a Regional Framework for Developing Immigration Policy and Legislation (the Framework) in 2010. In December 2016, the Secretariat organised a PIDC Model Policy and Legislative Framework Sub-regional workshop in Samoa to update the model framework. The Workshop was facilitated by legal and policy experts from Immigration New Zealand and was attended by the Heads of Immigration from Polynesia (Cook Islands), Micronesia (Federated States of Micronesia), Small Island states (Tuvalu); legal and policy experts from Samoa; and the PIDC Secretariat. Significant contributions were also made by UNHCR as well as PIFS and UNODC through their 2016 Regional Model Bill on Counter Terrorism and Transnational Crime.

Key amendments included development of more detailed policy guidance in emerging areas of concern for immigration agencies such as:

- managing labour mobility;
- managing transnational crime and terrorist related threats caused by returning foreign terrorist fighters, cruise ships and criminal deportees;

Over the next 24 – 36 months, it is envisaged that the Secretariat will lead teams of experts to support all Members reviewing domestic legislation to ensure compliance with international and regional standards and best practices where appropriate. The actual drafting of amending provisions will be undertaken either locally or with the support of the Parliamentary Counsel of New Zealand or the Pacific Islands Forum Secretariat. In 2016/17, Cook Islands, Tuvalu, the Republic of the Marshall Islands and Samoa requested that the Secretariat support their national efforts to review their existing policy using the Revised Model Policy and Legislative Framework.

Engagement with Policy development partner organisations

The Secretariat continues to develop links with regional and international agencies that can support and guide PIDC and Members to develop effective policies such as:

- Bali Process Regional Support Office (RSO)
- International Organization for Migration (IOM)
- Intra-ACP Migration Facility
- Oceania Customs Organisation (OCO)
- Pacific Islands Chiefs of Police (PICP)
- Pacific Islands Forum Secretariat (PIFS)
- Pacific Transnational Crime Coordination Centre (PTCCC)
- United Nations High Commissioner for Refugees (UNHCR)
- United Nations Office on Drugs and Crime (UNODC)
- Forum Fisheries Agency (FFA)



KEY ACTIVITY AREA 2: DATA COLLECTION, RESEARCH, ANALYSIS AND INFORMATION EXCHANGE

Objective: Members to collect and share information, including assisting with the provision of research and analysis utilising relevant sources.

Summary

The collection of accurate and timely data allows PIDC Members to accurately measure organisational performance and is essential for effective evidence based decision-making. For the PIDC organisation, the collection of national information allows the Secretariat to coordinate and provide better targeted support for Members' domestic activities. As a result, PIDC in 2016 established an Information Sharing Working Group (ISWG) which provided targeted recommendations that Members considered at the 2017 Regular Annual Meeting.

For the reporting period, PIDC continued to play an important role in collecting and sharing information amongst Members although quantity and quality of information collected from Members remained varied. The Secretariat is exploring ways to increase Member's capacity to collect data, undertake research and effectively exchange information recognising that investments in this area at the national level, especially around the development of information collection systems and process, should increase the capacity of the organisation and the Secretariats to produce reliable immigration data to guide decision making activities.

In addition, a key role of the Secretariat includes providing an appropriate platform to support Members in sharing information confidently and securely. A core element of this role requires the Secretariat to strengthen the information network within the Membership and the PIDC ISWG with the Secretariat is looking to advance this work through strengthening website services and also engaging with partner law enforcement agencies such as the PTCN.

Progress and Achievements

For this reporting period, key activities undertaken to support Members and the Secretariat included:

- establishment of the PIDC ISWG to develop recommendations for the Members to consider on how to strengthen information collection and sharing among Members.
- relaunch of monthly immigration intelligence bulletins and continuations of alerts on subjects of interest moving through the region;
- continuing support for the facilitation of the movement of third country nationals between PIDC Members;
- assisting with an increased number of PIDC members joining and participating in the UNODC voluntary migrant smuggling reporting system; and
- guiding constructive discussions between Members at the 2017 Regular Annual Meeting on information exchange and how members and PIDC can continue working together to strengthen and develop the coordination and exchange of real time information in the Pacific.

Analysis of Member reports to 2016 Conference and workshop outcomes

In 2016 the Secretariat reviewed and analysed members' reports and discussions at the Regular Annual Meeting identifying Members' successes, shared issues and concerns, needs and noted requests for assistance. The analysis was subsequently presented to the first Board meeting in October 2016 and fed into the Secretariat's work plan.

Responding to Member requests

The Secretariat recognises the importance of supporting Members seeking advice on priority issues and retained flexibility in its work plan to respond to requests or refer them on to relevant third parties. In 2016 a number of queries were received from Members on issues ranging from document vetting and travel document reference sources to dual citizenship requirements. The sharing of



immigration advice has been enhanced by the continued willingness of Members within the PIDC membership to support and share trusted information with other Members in the region.

PIDC Immigration Intelligence Network

PIDC has an established immigration intelligence network utilising trusted partner organisations that require sensitive and confidential information on ongoing irregular travel in the Pacific. Information circulated through this network is restricted to immigration agencies and remains dependent on Members support and contribution to the intelligence network. The monthly intelligence bulletins provided by the Secretariat provide Members with current information on irregular people movement trends in the Pacific.

The Secretariat in mid-2016 had suspended the publication of the PIDC monthly intelligence bulletin as it prioritised activities for conference preparation and relocation due to limited staffing resources. In September 2016, the Secretariat restarted its intelligence-reporting programme distributing alerts and coordinating and facilitating communication between immigration member agencies.

The monthly Bulletin continues to be a key part of PIDC's information sharing activities and to improve its effectiveness, the Secretariat was able to obtain valuable guidance on how the bulletin could be improved through Members' responses to a ISWG questionnaire. The Secretariat notes that as usual the quality of the monthly bulletin depends largely upon the information provided by Members. As such, it looks forward to engaging with Members on how the collection of this data can be improved through the proposed regional workshop to strengthen data collection scheduled as part of the 2017/18 PIDC Work Plan.

Transnational Crime Assessment Report

The transnational crime report compiled by the Pacific Islands Forum Secretariat provides an in-depth assessment on transnational crime trends in the Pacific. For 2016, PIDC contributed to the Pacific Transnational Crime Assessment (PTCA) report providing a regional assessment on people smuggling, human trafficking and irregular migration in the Pacific region. PIDC's contribution was based on 2015

members' responses to the PIDC intelligence bulletin reports and its annual information collection plan which collects information on important immigration data that the Secretariat seeks to acquire each year to guide the organisation in its planning and work plan. The 2015 report highlighted the increasing irregular people movement into the Pacific, including high levels of sophisticated smuggling networks and quite worryingly the increasing involvement of Pacific Islanders in illegal immigration activities. The report also highlighted the need for law enforcement agencies to work together at the national and regional level to address border control issues given the ever-changing landscape of migration in the Pacific.

Research on Labour Mobility

Due to the growing PIDC focus on supporting economic growth in the region through strategically managed migration, labour mobility has become an increasingly important issue for the organisation. Short term and seasonal worker schemes as well as intra-regional labour mobility for high demand skilled labour such as medical officers, teachers and hospitality staff have provided significant economic benefits for all parties involved.

As countries continue to deepen engagement on foreign investment and labour mobility issues seeking to expand cooperation, PIDC Members will need to strategically develop better streamlined policies and processes, and a better technical understanding of labour mobility schemes available both bilaterally and multilaterally (PACER Plus, PICTA, etc) to ensure that the maximum benefits from labour related migration can be fully achieved by their countries. This work has gained significant importance with the recent signing of PACER Plus.

To guide PIDC discussions on how Members can best contribute to, and benefit from national and regional labour mobility discussions, the Secretariat began research to determine key roles immigration agencies can play to support national activities across the region and how PIDC can best support. The research was to be completed in October 2017 with input from a regional workshop on Labour Mobility in Fiji held with the support of the Pacific Islands Forum Secretariat.





Information Sharing Working Group

A crucial initiative advanced by PIDC in 2016 with the potential for far reaching consequences has been the establishment of the Information Sharing Working Group to enhance information sharing among Members. In recognition of the growing threat of irregular migration and organised crime to the Pacific region, PIDC Members at the 2016 Regular Annual Meeting tasked the PIDC Secretariat to consider surveying Members or establishing a Working Group to identify information sharing capabilities and requirements, with the purpose of supporting the establishment of information sharing MoUs.

In response to this direction by Members, the Board in its October 2016 meeting in Cook Islands agreed to establish a Working Group chaired by the Secretariat consisting of Australia, New Zealand, Fiji, and regional representatives Palau (Micronesia), Vanuatu (Melanesia), Samoa (requested by Cook Islands to represent Polynesia) and Tuvalu (Small Island States).

The Working Group was tasked, amongst other things, to assess the individual and collective capacity of PIDC Members to collect, analyse and share information and provide recommendations to Members proposing options on how to strengthen PIDC information sharing including through the establishment of more formal information sharing mechanisms such as MoUs or the possible establishment of a regional information sharing strategy or framework. The working group recommended four core activities to support Members in responding to information sharing impediments, which include:

- a) developing a regional Memorandum of Understanding to provide a legal basis for the sharing of immigration information among PIDC Members;
- b) holding a regional workshop to enhance PIDC Members capacity to use common readily available platforms to collect store and analyse immigration information;
- c) establishing a regional network of accredited contact points for Members that could be used to securely share information; and
- d) identifying secure channel of communication to allow PIDC Members to freely and securely share information.

In addition, the Working Group developed a draft Information and Intelligence Management Framework to provide comprehensive and structured guidance for possible activities that could be undertaken by the Secretariat and Members. The Framework was developed in part as a response to issues raised by Members that fell outside the strict scope of Information Sharing Working Group mandate.

Information Exchange in the PIDC Membership

The sharing of information is one of the most important and effective responses in managing the movement of people movement in the Pacific. Information on security threats allows Members to make important decisions including how to manage irregular people movement into their jurisdictions, when to raise its security levels and how to respond to immediate threats their borders are exposed too.

PIDC provides Members with an avenue to share classified and unclassified information among Members to support border control operations. The Secretariat supports national information exchange infrastructures amongst its members and is the regional coordinating forum for immigration information sharing amongst the PIDC membership. Shared information includes irregular movement trends, entry and exit alerts and an ongoing assessment of movement of travellers throughout the Pacific.

In 2016 the Secretariat continued to play a central facilitating role to the wider Membership, connecting Members on operational and strategic issues. The Secretariat, with its immigration network in the region:

- continues to provide support to Members seeking immigration contacts (including regional and international law enforcement agencies);
- remains the first point of contact for Members when seeking regional immigration information (the Secretariat anticipates that this service will continue to grow in the future, as shared economic and border control activities in crease)
- continues to receive ad-hoc requests from Members for immigration research related discussion papers, policy advice, participation and presentation at forums;

PIDC Newsletter

PIDC issues biannual newsletters and published a December 2016 issue with the next issue scheduled for publication in mid- 2017. With the proposed recruitment of additional staff including a research assistant planned for the 2017/ 18 financial year, options for increasing the number of newsletters and other publications will be explored. The Secretariat continues to encourage Members to contribute to the publications by providing articles on immigration developments occurring in their respective jurisdictions. From discussions with Stakeholders the newsletter has a widespread following throughout the Pacific region, including the international communities in Asia and the American continent. The Secretariat continues to promote its use as a platform for the sharing of immigration knowledge in the form of national experiences, lessons and good practises that can benefit others in the region.

PIDC Website

The Secretariat has maintained the services of Digital Stream Ltd of New Zealand for the management of its website. Although there were issues during the office relocation, once website functionality was restored, the Secretariat began progressively updating the content and continues to work towards improving the resources and information available for Members. Significant work will be undertaken in the 2017/2018 Financial Year to upgrade the website based on feedback to a ISWG questionnaire on key functions and services Members' would like to see provided through the website.



Objective: Members to work in partnership with key national, regional, and international agencies and forums to contribute to economic and social outcomes.

Summary

PIDC in continuing to raise its profile as the lead Pacific Island regional organisation in the area of immigration has sought to actively engage with various stakeholders to form and strengthen strategic partnerships. The Secretariat through its advocacy programme continues to work towards: (a) establishing PIDC as the preeminent regional immigration body in the Pacific; (b) raising the profile of PIDC among Members and partner regional and international organisations; and (c) promoting the return to full Membership of former Members through the signature of the PIDC MoU.

Progress and Achievements

An important part of the Secretariat relocation has been promoting the new legal entity status as a means to renew and reinvigorate links with key stakeholders building on existing established relationships. These relationships allow the Secretariat to actively collaborate and share resources with partner organisations on common activities to better support the national activities of PIDC Members. As such, a key part of the Head of Secretariat's duties

during his first six months of employment was to engage with donors and partner law enforcement organisations to familiarise himself with their common areas of interest, their organisational structures, objectives, and planned activities.

During the reporting period, the Secretariat focused on ensuring that PIDC was represented at relevant regional and international fora to advance PIDC objectives. Particular focus areas for the Secretariat included: (a) ensuring that Stakeholders were aware of the transition of the Secretariat; (b) introducing the newly recruited Head of Secretariat to Stakeholders to establish personal connections; (c) exploring opportunities for deepening existing forms of collaboration; (d) exploring possible funding and resource support for the implementation of PIDC activities; and (e) advocating on PIDC themes such as effective border control and advancing PIDC's interests in labour mobility as an integral means for economic growth for PICTs.

The Secretariat will continue to ensure PIDC interests are represented and advocated for at fora directly linked to the activities and objectives of PIDC such as OCO, PICP, UNODC, UNHCR, IOM, Bali Process, FFA and PIFS.





National, Regional and International Representation

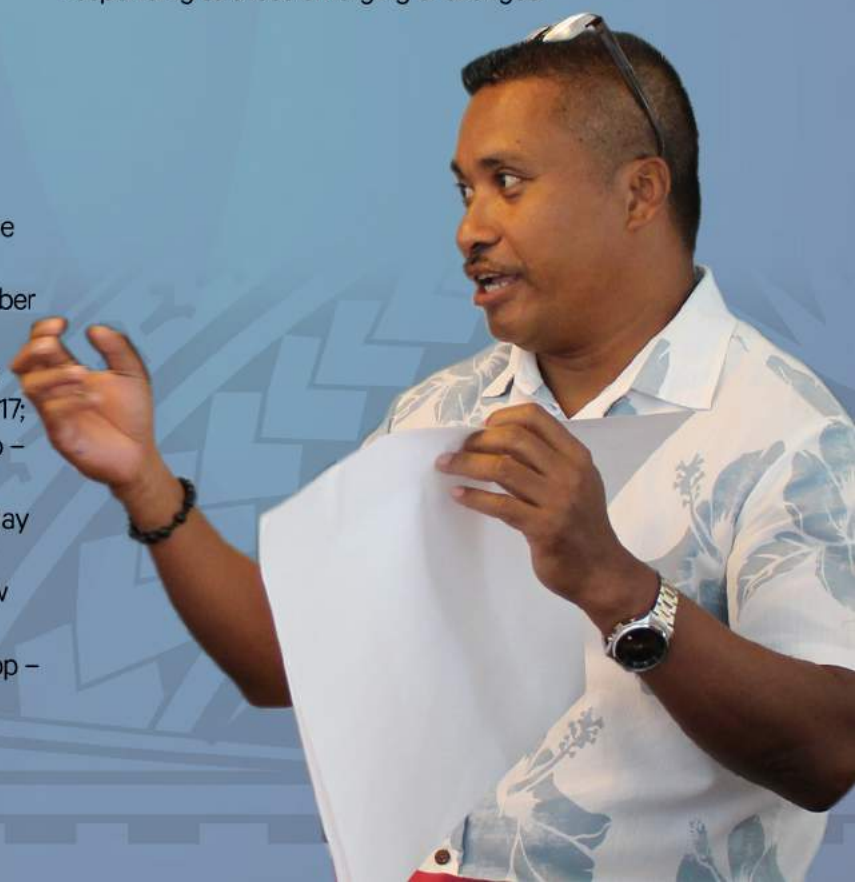
During the reporting period, the Secretariat participated in a number of bilateral meetings and regional and international fora as part of its advocacy, liaison, and representation programme seeking to advance the interests of the PIDC membership. Activities included:

(i) Regional and International forums/Workshops

- (a) UNHCR Pacific Regional Protection Workshop – Fiji, August 2016;
- (b) Pacific Islands Chiefs of Police Annual Conference – French Polynesia, September 2016;
- (c) UNHCR Pacific Protection Learning Programme Integration Workshop – November 2016;
- (d) UNHCR Pacific Regional Protection Meeting – November 2016;
- (e) Meeting with Pacific Islands Forum Secretariat staff responsible for Trade and law enforcement, February 2017;
- (f) UNHCR Second Pacific Regional Protection Workshop – Australia, January 2017;
- (g) Oceania Customs Organisation Conference – Guam May 2017;
- (h) Participation at the UNODC/ PIFS meeting on law enforcement information exchange - May 2017;
- (i) Pacific Regional Maritime Domain Awareness workshop – Australia, April 2017;
- (j) DIBP Pacific Intermediate Intelligence Workshop, Fiji, March 2017;

Participation in Bali Process regional meeting

PIDC was invited to participate in the Bali Process meeting of National Training Directors. The meeting brought together heads of education and training and experts from the Bali Process membership. The meeting of national directors provided a valuable opportunity to learn about contemporary irregular migration issues and consider the role of training in responding to these emerging challenges.





KEY ACTIVITY AREA 4: BUILDING AND SHARING KNOWLEDGE AND EXPERTISE

Objective: Members to build and share knowledge and skills that enhance border integrity and immigration services. This partnership will increase the capability of members to identify and address emerging issues.

Summary

Coordinating and facilitating regional capacity building and training activities continues to be a core part of the Secretariat's work programme. The main focus for the reporting period was establishing Members priorities and working to develop a framework that identified measurable objectives and activities on how these could be achieved.

Progress and Achievements

During the Reporting Period, while continuing to provide support to planned and ongoing training activities, the Secretariat prioritised working towards the development of a formal Capacity Building and Training Programme that focused on: (a) identifying key skills and knowledge gaps (at the induction, basic, intermediate, and advanced levels) that Members identified required Secretariat support; (b) looking to provide support for Members to develop sustainable in-country training programmes; (c) engaging with donors and partner organisations to coordinate provision of regional training activities in intermediate and advanced skills areas; and (d) exploring formalised accredited training to support the development of PIDC Members' staff.

For the reporting period, key activities undertaken include:

- the completion of PIDC Training Needs Analysis (TNA) to identify areas requiring intervention and support by Donors and the Secretariat;
- the coordination of an inaugural Executive Leadership and Management Workshop in Apia;
- provision of support to RSDP trainings for immigration officers in search of ocean going pleasure craft vessels (Sydney), intelligence (Suva) and Facial Image Comparison (Canberra);

- support for local immigration training sessions for NZ Immigration (PRIIP) and Customs (Samoa, Fiji); and
- support for capacity building activities provided through partner organisations such as UNHCR and UNODC.

As a way forward, in addition to developing a PIDC Capacity Building and Training Programme 2017/ 2018, the Secretariat plans to:

(a) coordinate a sub-regional meeting of immigration training and capacity building specialists from PIDC Members and partner organisations to: (a) develop a model PIDC immigration training curriculum; (b) assist in developing basic introductory training modules; (c) agree to key specialist intermediate and advanced skills required by immigration officers; (d) identify potential sources for these specialist trainings; and (e) review the potential for the development of a sustainable

'Train the Trainer' programme.

(b) continue engaging with educational institutions around the region to determine the possibility of developing targeted, and where possible accredited, training activities and programmes in immigration specific areas. While options have been received regarding formal academic courses, the Secretariat will look to develop a detailed proposal based on a review of the recently completed TNA to guide future directions in this important area and costs of the academic institutions.

(c) organise and support planned capacity building activities for PIDC Members. In addition to continuing support for RSDP training courses, PRIIP, UNHCR and UNODC, the Secretariat has proposed several regional workshops to build PIDC Officer skills in: (i) development of simple databases to strengthen national and regional data collection efforts; (b) profiling and targeting to enhance border protection and sharing of information; and (c) executive leadership, strategic planning and management through a second regional workshop.



DETAILED DISCUSSION OF ACTIVITIES

Training Needs Analysis

To determine existing national capacities to provide immigration training and identify PIDC Members capacity building gaps and priorities, the Secretariat undertook a comprehensive training needs analysis that concluded in June 2017. The TNA was undertaken through an initial desktop study, using materials previously developed by PIDC and job descriptions kindly provided by Immigration New Zealand, to determine what general skills, core attributes, and knowledge were required of immigration officers at junior, intermediate, and supervisor levels. The Secretariat then designed and disseminated a survey questionnaire to identify what institutional arrangements were in place to provide trainings to allow immigration officers to obtain these skills.

Responses received from 13 Members identified several important common trends with most respondents advising that:

1. their organisations had been unable to fully develop domestic immigration training programmes or establish structures to address training limitations and needs;
2. there were a number of key skill gap areas organisations had no domestic capacity to fill, especially at the intermediate and advanced levels;

3. there was a heavy reliance on trainings offered through PIDC by the Secretariat and donor and partner law enforcement agencies;
4. while there had been national efforts to establish basic introductory training modules, the majority used “On the Job Training” skills training that was based on a ‘trial and error’ approach for many officers;
5. there was a need for intermediate and advanced training modules to boost a Member wide skills shortage at these levels; and
6. there was a need for ‘train the trainer’ programmes to support their capacity building efforts.

The TNA highlighted the need for PIDC to support Members in developing national training modules that could be adapted at the national level by Members themselves. As such the Secretariat considered that the best way to support Members was to: (a) develop generic regional introductory training modules on basic skills needed by Immigration Staff for Members to adapt with Secretariat support; (b) develop ‘train the trainer’ programmes with a focus at establishing national training structures that could be sustained by members into the future; and (c) engage with donors and partner law enforcement agencies for the delivery of training for more advanced immigration skills such as profiling, document examination, and managing immigration related investigations.





Executive Leadership and Management Programme

The Secretariat hosted for one week in May 2017, the first PIDC Executive Leadership and Management Training to build the capacity of the organisation's current and emerging leaders to strengthen the performance of Member administrations. The training was facilitated by knowledgeable trainers with vast experience in the Pacific Islands and was attended by senior officers and a number of Immigration Directors. The training provided participants with key leadership and management skills, tools and resources were provided to Participants. The lessons learnt from this inaugural workshop will inform the development of a more comprehensive training and capacity building programme to establish a strong regional cadre of immigration leaders over the next few years.

Department of Immigration and Border Protection Regional Skills Development Programme

(a) Intelligence Foundation training programme

The Secretariat, in consultation with the OCO through funding support from DIBP, coordinated the delivery of a five-day intermediate workshop on intelligence analysis in February 2017. The Training provided participants with intermediate level tools and skills on the theory and practices behind intelligence analysis and targeted officers who had previously participated in some form of introductory intelligence training. The Secretariat was able to make a presentation to Participants on regional information and intelligence sharing structures operating in the Region and the role and objectives of PIDC.

(b) Pleasure Craft Vessel Search

The Secretariat supported DIBP in hosting an "International Craft Search Course" in Sydney in December 2016, which was attended by 5 immigration officers from the Federated States of Micronesia, French Polynesia, Kiribati, Samoa and Tonga.

This was the first time that immigration officers from the Pacific participated in the international pleasure craft search course. The inclusion of the immigration officers provided them with an opportunity to learn the planning and investigative techniques of customs led vessel searches, in addition to networking amongst participants. The officers agreed that the highly intensive training course enabled officers to acquire new investigative skills and techniques and highlighted the need for coordinated planning and officer safety. Participant immigration officers highly recommended continued participation of other immigration departments for any future training opportunities.

(c) Facial Image Comparison Assessment Training in Australia
The Secretariat supported DIBP in delivering a Facial Image Comparison Assessment Training in November 2016 in Canberra, Australia. The Training course provided participants with advanced skills in detecting imposters. The DIBP trainers were highly skilled and experienced in facial image comparison and imposter detection and guided participants through the duration of the course.

UNHCR Pacific Protection Learning Programme

The UNHCR launched the Pacific Protection Learning Programme in 2016 to assist Pacific Island Countries develop protection-sensitive and sustainable responses to forced migration and statelessness. Participants from Fiji, Samoa, Vanuatu, Palau, Federated States of Micronesia, and Solomon Islands took part in the inaugural cycle, which started in September 2016 and was completed in February 2017. The programme included distance learning modules, mentoring sessions with resource persons, individual projects, and two faces to face engagement sessions in Fiji (2016) and in Brisbane (2017). A second cohort of 20 participants from 14 Pacific countries commenced in mid-2017.



KEY ACTIVITY AREA 5: GOVERNANCE AND ACCOUNTABILITY

Objective: To establish a Secretariat and the Management Board that are accountable to Members for transparent budgeting and reporting on the activities and administration of the PIDC.

Summary

Implementing effective governance processes is a core responsibility of the Secretariat to ensure continued confidence of Members, Donors and stakeholders. Central to this is ensuring that internal controls and processes are established, transparent and fair recruitment policies are adhered to, and audited accounts are made available for oversight. With the relocation of the PIDC Secretariat from Suva to Apia and the establishment of legal entity status, the Secretariat since August 2016 has taken on the responsibility for the financial management of the organisation's finances, a task previously undertaken by the Immigration New Zealand Suva office. As such the Secretariat has worked diligently to operationalise a number of Financial Regulation provisions and processes while at the same time looking to select and install a suitable automated accounting system.

Progress and Achievements

PIDC members endorsed the organisation's revised foundation documents to establish good governance practices ensuring the Secretariat remained accountable to the PIDC membership. As part of the transition Financial regulations and procedures were developed and endorsed to support the organizations restructuring process without losing its core values. In spite of the challenges brought about by relocation, the Secretariat successfully finalized its administrative and financial roles in successfully delivering PIDC programmes and the daily operational activities of the Secretariat for the financial year ending June 2017.

Key governance activities undertaken during the reporting period include:

- the establishment of systems and processes to manage Secretariat finances culminating in the acquisition and installation of the financial software "XERO";
- the running of the internal control checklist to monitor Secretariat activities;
- the holding of an internal audit process at the request of the Secretariat in January 2017 to support the Secretariat in reviewing its internal financial processes;
- hosting the transition Finance Manager in May 2017 to again support the Secretariat through a review of the established financial processes and the installation of the new accounting software; and
- the selection of BDO Samoa as the new External Auditor for PIDC.

Staffing

Prior to the PIDC obtaining legal entity status, the staff employed in Fiji were employed by the Australian High Commission, and an Acting Head of Secretariat had been in place for several years. Through the course of the transition, the PIDC contracted human resources specialist Vicki Kelly, to develop contracts for PIDC staff and guide the recruitment of the new Head of Secretariat.

Appointment of the Head of Secretariat

After a transparent and intensive selection process was agreed to by the Board to select the best candidate for the position of Head of Secretariat, the vacancy was advertised widely throughout the Pacific. Applicants were subjected to a comprehensive selection process coordinated and led by independently contracted Human Resource Company "Journey Consulting Limited" with extensive experience in the area of human resources in the Pacific. The subsequent recommendation from the Board's Human Resource subcommittee was further analysed by the Board before a final decision was made to endorse the selection of the new Head of Secretariat.

The newly selected Head of Secretariat Mr Ioane Alama was formally introduced to members at the 2016 Regular Annual Meeting in the Marshall Islands. Mr Alama is a lawyer by profession with an extensive background working in border management and law enforcement in the region. He worked previously for several years as the Regional Security Adviser for the Pacific Islands Forum Secretariat heading the Law Enforcement Unit before spending one year as the Operations Manager for Oceania Customs Organisation. Mr Alama has extensive interests especially in the area of law enforcement collaboration and intelligence development.

PIDC Foundation Documents

PIDC has five foundation documents that guide operations being:

- Memorandum of Understanding
- Constitution
- Rules of Procedure
- Financial Regulations
- Employee Regulations

These documents, which were endorsed in 2014, continue to be reviewed on a regular basis to strengthen PIDC's daily operations and ensure they remain relevant to support PIDC in its new environment and status as a legal and independent entity.



Internal Audit Preview

In response to discussions held at the October 2016 Board meeting and a request from the Secretariat, New Zealand agreed to provide additional support to the Secretariat transition process by sending an expert internal auditor to undertake a preliminary review of the organisation's governance processes given the Secretariat was still in the process of operationalising a number of regulations. Mr Bryan Fergusson, Principal Internal Auditor for INZ, visited the Secretariat from 24 – 28 January 2016 and undertook a review of the Secretariat's financial processes and reported that the Secretariat complied with the majority of Financial Regulations although several minor issues were raised for further discussion by the Board at its February 2017 meeting.

Finance

PIDC's financial year ends annually on 30th June. For the reporting period, due to the transition of the Secretariat from Fiji to Suva, the financial year commenced with the obtaining of legal entity status on 10 June 2016. The PIDC Financial statement for this reporting period is attached in the Auditors Report.

Board Meetings

The Board on behalf of the PIDC Membership provides oversight for the operational activities of the PIDC Secretariat and Sub-committees. The Board in this regard plays a central role in monitoring performance and governance of the organisation.

The 2016/17 Board undertook its role during a challenging and busy period of the organization's development with the transition from Fiji to Samoa. The following provides a brief summary of the work undertaken by the Board during the 2016/17 business period.

2016/17 Board activities

During the Reporting Period the Board met four times:

- Board meeting 1 (day before 2016 Regular Annual Meeting): 18 July 2016
- Board Meeting 2: 17 – 19 October 2016
- Board meeting 3: 28 February – 2 March 2017
- Board meeting 4 (day before 2017 Regular Annual Meeting): 19 June 2017

The Board closely monitored the transition/relocation process working closely with the Secretariat and contracted transition managers especially around the areas of human resources and finances. The Human Resources, Risk & Audit and Governance sub-committees met regularly during and in between Board meetings and had constant oversight on the Secretariat work plan and activities. In addition to the support provided for the Secretariat's relocation, significant achievements of the Board during the 2016/17 business calendar year included:

- internal audit review of the Secretariat
- advocacy visit to American Samoa (former member)
- review of 2016-18 Strategic Plan
- alignment of Annual Work Plan to Results Management Suite
- delivery of capacity building programmes for Members
- review of Foundation Documents



Statement of Comprehensive Income

Pacific Immigration Directors Conference

For the year ended 30 June 2017

	NOTES	2017
Income		
Donor contribution - Australia	4	932,574
Donor contribution - New Zealand	5	940,198
Member contributions	6	85,233
Member contributions - prior years	7	15,386
Host country support	8	80,777
Total Income		2,054,168
Expenses		
Advertising		2,457
Bank fees & charges		1,492
Cleaning contracts		2,663
Communication costs		15,344
Consultant		80,337
Depreciation expense	9	16,553
Employee remuneration		530,788
Equipment leasing/rental		1,200
Event costs		24,333
Freight, courier & postage		5,256
ICT expense		9,175
Insurance		32,354
Interpreter services		2,434
Minor equipment & furniture		35,183
Minor software purchases		7,440
Other professional services		24,260
Office consumables		50,401
Property costs		78,948
Provision for doubtful accounts	10	29,264
Publishing and printing		27,674
Realised and unrealised currency gains and losses		(2,865)
Recruitment and repatriation expenses		42,453
Staff training course		23,641
Travel costs		995,762
Utilities		17,623
Total Expenses		2,054,168
Net surplus		-

Statement of Financial Position

Pacific Immigration Directors Conference

As at 30 June 2017

	NOTES	30 JUN 2017
Assets		
Current Assets		
Cash and cash equivalents	13	321,427
Receivables and prepayment	14	384,517
Total Current Assets		705,944
Non-Current Assets		
Property, plant and equipment	15	169,106
Total Non-Current Assets		169,106
Total Assets		875,050
Liabilities and Equity		
Liabilities		
Current Liabilities		
Payables	16	396,943
Deferred income	4	308,235
Total Current Liabilities		705,178
Total Liabilities		705,178
Contributed equity		
Members contribution fund	17	169,872
General fund		-
Total Contributed equity		169,872
Total Liabilities and Equity		875,050

Statement of Changes in Equity

Pacific Immigration Directors Conference

For the year ended 30 June 2017

	NOTES	2017
Equity		
Opening Balance		-
Increases		
Net surplus for the period		-
Members contribution fund	17	169,872
Total Increases		169,872
Total Equity		169,872

Statement of Cash Flows

Pacific Immigration Directors Conference

For the year ended 30 June 2017

	NOTES	2017
Cash Flows from Operating Activities		
Cash receipts from donors and members		1,962,733
Payments to suppliers and employees		(1,632,019)
Total Cash Flows from Operating Activities		330,714
Cash Flows from Investing Activities		
Payment for property, plant and equipment		(179,159)
Total Cash Flows from Investing Activities		(179,159)
Cash Flows from Financing Activities		
Members contribution fund	17	169,872
Total Cash Flows from Financing Activities		169,872
Net Cash Flows		321,427
Cash Balances		
Closing cash balance	13	321,427
Movement in cash		321,427



“Strengthening Pacific border integrity and promoting economic prosperity through regional collaboration, modernisation, facilitating secure, seamless, and efficient international movement of people”

Ensuring immigration officials are equipped with the skills and tools to manage borders in the region and prevent immigration related crime





Pacific Immigration Directors' Conference

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