



PACIFIC IMMIGRATION DIRECTORS' CONFERENCE

2011 ANNUAL REPORT



"Strong government immigration authorities mutually working together to manage the Pacific gateways, and contributing to the regional objectives of security, economic growth, sustainable development and good governance"



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"Through the PIDC, we all have access to a range of important regional support mechanisms."

(MR. JOSEPH NOBETAU, PNG IMMIGRATION AND CITIZENSHIP SERVICES, 2011)



Chairs Foreword

This year has been a rewarding one for PIDC. The numerous achievements in 2011 highlight the range of work undertaken by PIDC and its impact on our members. PIDC continues to provide high quality, professional and timely services and advice to our Immigration counterparts.

Some major achievements for PIDC in 2011 include supporting operational and border control systems, facilitating networking among immigration stakeholders, strengthening PIDC Secretariat, raising awareness on critical immigration issues and promoting capacity building programmes across the region.

I acknowledge the contribution made by Secretariat staff who have professionally delivered their tasks making this year a successful one. Like any other organisation, we have also faced a number of challenges that include PIDCs' entity status, revisiting the tenure of Chair and Vice-chair, revising the current PIDC Strategic Plan 2009-2012 and the change management process introduced within the Secretariat. The ability of members to work together as a family has enabled us to stride successfully through these major challenges.

I believe the organisation has set the platform for a very productive year in 2012. I would especially like to acknowledge the support to PIDC provided by our members. In our immigration family stretching across the wide Pacific Ocean, members' cooperation has been underpinned by the organisations values and this has been pleasing to see. This cooperative spirit has led to stronger and responsible border control systems across our region. Every incremental step we take together makes it more difficult for transnational crime in the region.

We have a challenging 2012 ahead and I hope the organisation will continue to provide high quality, efficient and effective support to its immigration membership and our stakeholders. I thank our main donors for their continued confidence in PIDC and their recognition of the importance of strengthening border management systems and processes in the Pacific.

George B. Bogiri
Chair



Head of Secretariats Year in Review

It is with great pleasure I present to you the annual report for 2011. The year has presented a number of challenges that I am proud to report that the Secretariat has been able to respond professionally to the new demands while continuing to deliver in our Key activity areas.

Some of the challenges the Secretariat has had to respond too include:

- Managing the process of recruitment and induction of the Project Manager and Office Manager;
- The first full year of implementation of the costed Strategic Plan 2009–11 that was introduced in June 2010;
- Meeting new financial accountability measures;
- Starting a process of review of the PIDC strategic plan 2009 -2012 to ensure a seamless transition at the end of 2012 to a new 3-year strategic plan;
- Managing our forced relocation of the Secretariat from rented facilities at the Pacific Islands Forum Secretariat in Suva, our home since our shift from Noumea in 2002, to rented office space in the downtown business district of Suva;

- Adoption and implementation of new guidelines and systems for managing projects and activities of the Secretariat;
- Successful outreach activities in member countries involving visits to 11 member countries and territories by the Head of Secretariat and a step-up from previous years in staff involvement with member immigration offices of the region; and
- Introduction and testing of new project impact assessment tools to ensure focus of Secretariat projects and activities; and
- The introduction of a new border protection training workshops to member countries in collaboration with sister border control agencies such as the Oceanic Customs Organisation and the Law Enforcement Unit of the Forum Secretariat while continuing to support work of the Management Board sub-committees on implementation of the PIDC Institution Review of 2009

In addition, the Secretariat is happy to report the successful conduct of two Management Board



meetings, in Kiribati in February and Port Moresby, Papua New Guinea in July as well as a successful Conference held in Pohnpei, Federated States of Micronesia from October 30 – 2nd November 2011.

PIDCs' admission as a full member of the Pacific Regional Immigration Intelligence Meeting (PACRIM), an organization of Pacific Rim intelligence agencies who, collectively, are responsible for more than half of the international travel in the world, saw us successfully host a PACRIM meeting in Samoa. The Secretariat wishes to recognize the support of the Prime Minister of Samoa, his government officials and donor partners in ensuring the success of this important global meeting.

In addition, the Secretariat continued to engage with important border control stakeholders such as the Oceanic Customs Organisation (OCO), the Pacific Islands Chiefs of Police (PICP) the Forum Regional Security Committee (FRSC) and its various working groups, the Pacific Law Officer's Network (PILON) and a new entrant in the immigration sector in the region, the Brussels-based African Caribbean and

Pacific (ACP) Group of Countries. This engagement has resulted in the attendance of the Head of Secretariat in immigration related policy workshops in Timor Leste and Trinidad and Tobago and the Deputy Head of Secretariat in a migration research and data management workshop in Senegal. Resulting from this engagement the Secretariat has completed a project proposal to extend its previous work on irregular migration in the region by conducting a multi-country study jointly with the ACP facility, a representative of which was invited by the Secretariat to address the annual PIDC Conference in 2011.

The Secretariat is pleased to report at the end of a challenging but productive year that we have been able to tick all the right boxes to ensure that we remain focused, relevant and responsive to our members and accountable to our donors and stakeholders.

Reg Sanday
Head of Secretariat



Introduction

As in previous years, the Annual Report provides an update of major events and work undertaken since the last annual PIDC conference in October 2010 in Port Vila, Vanuatu. Significant milestones of the Secretariat in the last 12 months include:

- First People Smuggling, Human Trafficking and Irregular Migration Workshop, Vanuatu – October 2010
- PIDC Operational Secondment Programme in Fiji – December 2010 and September 2011
- Appointment of a Project Manager on a 12 months contract – January 2011
- Appointment of an Administration Manager – July 2011
- First Management Board meeting 2011 – Tarawa, Kiribati Feb 2011
- Second Management Board meeting 2011 – Port Moresby, PNG July 2011
- PIDC Hosting 17th PACRIM Conference – Apia, Samoa in October 2011
- Annual PIDC conference, Pohnpei, FSM – October 2011

2011 proved to be a busy year for the Secretariat and the Management Board. The year has been a busy and challenging one, but through the close working relationship between the Secretariat and the board as well as open and clear communication with key stakeholders the organisation has been able to make significant strides during the year. The PIDC Strategic Plan 2009 – 2012 and the conference approved annual work plan 2009-10 serve as the principal guide for the Secretariat's work for the year. Within the Secretariat the annual Work Plan is supported by other processes such as individual work plans and monthly implementation reports to the Head of Secretariat, trip reports and fortnightly-to-monthly staff meetings. In between conferences, the Secretariat reports two times a year to Management Board. A report on activities for the year are summarised below under the respective headings of the Work Plan.

Update on Institutional Review

At the 2009 PIDC annual conference in Sydney, members endorsed in principle recommendations arising from the PIDC institutional review and on accompanying report on Job Descriptions to the PIDC Secretariat. The Conference also endorsed an implementation plan for the 30 specific recommendations of the institutional review.

Many of the 30 recommendations have already been completed or are substantially underway. Other items will need further work by the Board and members, but could potentially be completed by the 2012 PIDC annual conference. Members therefore have good grounds to feel satisfied with the progress made for implementation of institutional review recommendations.

Four sub-committees were established at the first Board meeting in the Cook Islands in 2010, to specifically look into particular thematic areas:

- i. Human resources sub-committee** to support ongoing recruitment and performance management of Secretariat staff;
- ii. Governance sub-committee** to develop key governing documents, such as the Board Charter and Code of Ethics;
- iii. Entity status sub-committee** to explore options for entity status outlined in the review report and make recommendations to the Board and the annual conference; and
- iv. Membership contributions sub-committee** to consult with members and develop an appropriate new model for membership contributions.

The second Management Board meeting of 2010 in Vanuatu, tasked the sub-committees to focus on specific areas outlined by the Institutional Review:

- i. Human Resource Sub-Committee:** to support ongoing recruitment and performance management of Secretariat staff (recommendations 9, 10, 17);
- ii. Governance Sub-Committee:** to develop key governing documents, such as the Board Charter and Code of Ethics (recommendations 1 & 7);

iii. Entity Status Sub-Committee: To explore options for entity status outlined in the review report and make recommendations to the Board and the annual conference (recommendation 27); and

iv. Membership contributions sub-committee: to consult with members and develop an appropriate new model for membership contributions (recommendation 30).

a. Governance Subcommittee

The Governance Subcommittee undertook work to implement the recommendations of the Institutional Review within the current 2010/11 financial year. The Committee took a collaborative approach by agreeing to its area of responsibility and the process for implementing recommendations within its purview.

In 2011 one of the major issues that the Board sought to clarify through the Governance Subcommittee was the term of the Vice Chair and Chair. Following open consultation within the Board, the Governance Subcommittee was able to clarify the appointment term of the Chair and agreed on a recommendation to limit the term of Chairmanship to one year which was endorsed at the 2011 Conference.

b. Entity Status Subcommittee

The 2009 PIDC Institutional Review report recommended exploring options for the Pacific Immigration Directors' Conference (PIDC) to become a legal entity. The Review addressed the following questions:

- What kind of status does PIDC need to operate effectively?
- Consider where the PIDC might most appropriately be physically located; could there be synergies with other agencies; is there any potential for resources sharing?

The report also noted that the status quo, i.e. continuing to operate as a forum for collaboration without seeking entity status, remained an option for the PIDC. With its present 'arrangement of cooperation', the PIDC has no formal legal structure.



The Entity Status subcommittee was established within the Management Board to investigate available options. The July 2010 Management Board resolved that the Board:

- **Note** that the 2009 PIDC Conference envisaged a transition to entity status as a medium term priority to be achieved within 3 to 4 years;
- **Agreed** that entity status be regarded as a high priority; and
- **Agreed** to commission a report including:
 - i. A risk assessment for independent legal status for the PIDC;
 - ii. Exploring options for possible location for the PIDC Secretariat; and
 - iii. The legal implications of the main options for independent legal status.



The Australian Department of Immigration and Citizenship (DIAC), as Chair of the Entity Status subcommittee, was asked by the Board to prepare a report on various options for entity status for consideration by the Board and the Annual Conference. At the October 2010 PIDC Management Board meeting and Annual Conference in Vanuatu, DIAC presented an interim report, pending final legal advice on some of the issues raised. That report outlined three broad options for PIDC to achieve entity status and highlighted some of the risks and benefits attached to each.



The Board and Annual Conference agreed that the subcommittee should: "continue finalising implementation of the PIDC Institutional Review recommendations and encouraged Members to continue providing comments to the Management Board." Board members expressed the desire to have a comprehensive set of options put before them in order to enable full assessment of the issues involved.

At the first Management Board meeting for 2011 held in Tarawa, Kiribati, the Sub-Committee presented a matrix, consisting of a table outlining four broad options, including some sub-options, for PIDC entity status and a table of possible host and/or partner

organisations. In addition, the legal advice sought by DIAC was also finalized and formed an attachment to the recommendations of the Sub-Committee. The Board at this meeting agreed to continue with the status quo as an interim option until more permanent arrangements can enter into force and **requested** all members consult and seek advice from their legal and other relevant authorities on entity status proposals to further explore possibilities including returning comments on the entity status proposals to the chair of the subcommittee or the Secretariat one month prior to the July Management Board.

At this second MB meeting for 2011 in PNG in July, the Management Board noted the low response of Members to the four options. The Board encouraged Members to further consult widely with their Government to ensure a true reflection of their government's position. There was recognition by the Board that finalizing the preferred PIDC Entity Status option should truly reflect a thorough analysis of all member governments' positions.

c. Members Contributions Subcommittee

The Members Contribution Subcommittee has completed work that they were tasked to complete in 2010. This subcommittee had completed consultation with members on a new model of membership subscription. Their recommendations had been presented at the 2010 Conference where the following decision was endorsed:

- i. Membership Contributions arrangements remain as they currently are for 2011
- ii. Membership Contributions to increase to AUD1500 in 2012 and remain at this level until such time as the legal entity status arrangements for the PIDC are resolved;
- iii. During this time, the Management Board will consult with members on establishing a compulsory tiered arrangement for contributions to coincide with outcomes of the legal entity status discussions.

PIDC Management Board

At the 2009 annual Conference members had endorsed the 2009 PIDC Institutional Review the selection of Board members on a sub regional basis – Melanesia, Micronesia, Polynesia and a separate category for Small Islands States and Australia and New Zealand as Donors was recommended by the 2009 Institutional Review and passed at the 2009 Conference.

In 2010 the Conference appointed Nauru as the representative of Small Islands States, Australia, New Zealand (major funders), Kiribati (Micronesia), Vanuatu (Chair), PNG (Melanesia), Samoa (Polynesia) and Federated State of Micronesia (Vice Chair and future Conference host).

There have been two Management Board meetings in 2011

a. Meeting 1 Summary: Tarawa, Kiribati – 18 & 21 February 2011

Issues Considered by the Management Board

1. Secretariat Report

The PIDC Management Board noted with appreciation the PIDC Secretariat's report on its ongoing work programme and its commitment to successfully completing additional tasks that had been set out by the Management Board. The Board also encouraged the Secretariat to continue to collaborative with members and all relevant stakeholders.

2. 2011 Annual Conference

The Management Board acknowledged with appreciation the Federated State of Micronesia's confirmation of it hosting the 2011 annual conference. The Management Board expressed its support to FSM Immigration and tasked the Secretariat to work closely with FSM in preparation for the annual conference.

3. PIDC Workshop on Irregular Migration

The Management Board in recognizing the need to raise awareness of irregular migration in the region supported the endorsement of the second PIDC workshop on

people smuggling, human trafficking and irregular migration targeting law enforcement and border agency officers. The workshop is intended to raise awareness of people smuggling, human trafficking and irregular migration with operational and technical immigration staff through effective partnership within the PIDC membership and with Pacific regional and international organisations.

4. Operational Secondment

The Management Board welcomed and thanked Australia for confirming its second operational secondment and tasked the Secretariat to coordinate the programme with DIAC. The Board agreed that the experience gained by immigration officers selected who attended operational secondments had improved their expertise.

5. Pacific Regional Immigration Identity Project (PRIIP)

The Management Board noted and encouraged the ongoing work of Phase III of the Pacific Regional Immigration Identity Project (PRIIP) and its enhancement of members' ability to manage identity fraud and associated crimes. The Board also thanked New Zealand for its offer to provide report from the interim evaluation undertaken for PRIIP with the Management Board.

6. PIDC Institutional review

The Management Board discussed further implementation of recommendations and encouraged members to monitor implementation.

7. Other discussions

Detailed discussions were held on a range of additional matters, including the Assisted Voluntary Returns and Membership subscription. The Board also noted with appreciation New Zealand's long serving representative to PIDC Api Fiso's contribution to PIDC and wished him well in his future.

The Management Board thanked Kiribati Immigration for hosting a successful Management Board meeting, also thanking the Secretariat for its work and encouraged members to continue collaboration in order to develop and strengthen border management processes and systems in the region.

b. Meeting 2 Summary: Port Moresby, PNG – 13 & 14 July 2011

The 16th Management Board meeting of the Pacific Immigration Directors' Conference (PIDC), the second in 2011, was convened in Port Moresby, PNG on 13 and 14 July 2011 and attended by representatives from Vanuatu (Chair), Federated State of Micronesia (Vice Chair), Australia (Donor), Kiribati (Small Island States), Nauru (Micronesia), New Zealand (Donor), Papua New Guinea (Melanesia), Samoa (Polynesia) and the Independent Board Member.

The acting Prime Minister and Minister for Immigration, the Hon. Sam Abal welcomed PIDC Management Board members to Papua New Guinea at the start of the two day meeting at a cocktail reception on the 12th of July hosted by the Papua New Guinea Immigration and Citizenship Services (PNGICS). The Management Board was honoured and privileged by a welcome by the PNG Acting Prime Minister, Mr Sam Abal.

Issues Considered by the Management Board

1. Secretariat Report

The PIDC Management Board noted the PIDC Secretariat's report on its ongoing work programme and its commitment to successfully completing additional tasks set out by the Management Board. The Board also encouraged the Secretariat to continue collaborative work with members and stakeholders.

2. Relocation of the Secretariat

Management considered various options for relocation of the Secretariat from the Pacific Island Forum Secretariat in Suva to alternative space at various commercial sites in Suva and selected the Suva Dolphin Building as the preferred site. The Board empowered the Secretariat to seek an alternative site at a similar standard should negotiations fall through.

3. PIDC Change Management process

The Management Board acknowledged the change management process currently underway in the Secretariat and noted ongoing work to institutionalise a project approach within the Secretariat. The Management Board agreed activities within the Secretariat needed to have clear line of sight links to outputs and higher level outcomes and that at times tough

decisions needed to be made to ensure PIDC's work properly reflects the needs and benefit of members.

4. PIDC Legislation Work

An overview of the Secretariat's work in the area of immigration legislation was presented. The Management Board noted updates to the PIDC legislation framework, the development of a register of relevant international instruments, and the portfolio of members' legislation, as well as changes to the PIDC website to make these resources more accessible. Over the next few months the PIDC will be engaging a specialist to compare immigration legislation in the Federated States of Micronesia, Kiribati, Papua New Guinea, and Tuvalu to the PIDC framework in support of these countries' efforts to strengthen their legislation.

5. 2011 Annual Conference

The Management Board acknowledged with appreciation the Federated State of Micronesia's preparation for the 2011 annual Conference in Pohnpei from the 31st of October to the 2nd of November 2011. The Management Board agreed that this year's annual conference theme would be "Good Governance, Strong Laws, Secure Borders". Due to the extra challenges of securing US border transit visas through Guam for PIDC members travelling to the annual Conference the Board endorsed proposals from the Secretariat to proactively engage with US Visa issuing authorities to facilitate member's transit.

6. Operational Secondment

Noting the importance of capacity building within Pacific Island immigration systems, the Management Board welcomed and thanked Australia for confirming its second operational secondment with DIAC for Pacific Island immigration staff. Australia will be finalising the secondment programme before inviting members to the programme. The Board also encouraged other members to provide secondment opportunities for immigration staff from other Pacific Island states.

7. PIDC Entity Status

The Management Board discussed PIDC Entity Status options and noted the low response of Members to the options. The Board encouraged Members to consult widely within their Government to ensure a true reflection of their government's position.

8. Tenure of PIDC Chair and Vice Chair

Management Board agreed to refer to Conference a recommendation by the Governance Committee to change the tenure of the Chair and Vice Chair so that the current Chair's term of two years continues until 2012 and for the term of the current Vice Chair to end at the 2011 Conference and a new Vice Chair elected and thereafter for the terms of both the Chair and Vice Chair to revert to one year.

9. PIDC Strategic Plan 2009 – 2011

The Management Board considered proposals from the Secretariat about revising the existing Strategic Plan 2009 – 2011 and recommended that the Governance Sub-Committee review the process and in consultation with the Secretariat take suggestions to the annual Conference.

10. PIDC Hosts 16th PACRIM Immigration Intelligence Conference

The Management Board thanked Samoa for agreeing to be the country host for PACRIM 2011 and acknowledged with appreciation the Samoan Prime Minister's agreement to open the meeting. The 2011 PACRIM conference will be hosted at the Orator Resort in Apia, Samoa from 17-20 October 2011. The Board endorsed the following theme for PACRIM 2011 "Operationalising Immigration Intelligence" and that sub themes would be "Harmonising Immigration Intelligence for a Safer Region," "Combating Irregular Migration through Effective Intelligence Sharing" and "Gaps in current modus operandi being employed within PACRIM and how these may be mended."

11. Border Protection Training

The Management Board noted various capacity building initiatives being planned with the support of donors and service providers and noted the progress being made to deliver basic border protection training to PIDC Members in a pilot initiative involving PIDC, the Oceanic Customs Organisation and the Pacific Island Forum Secretariat.

12. Other discussions

The Management Board thanked PNGICS for hosting a successful meeting of Management Board, also thanked the Secretariat for its work and encouraged members to continue collaboration in order to develop and strengthen border management processes and systems in the region.

PIDC Project Profiles



Through the appointment of project manager at PIDC under INZ funding, the Secretariat's work activities have been configured into a program and project format for better management of donor resources. The Secretariat's range of activities has been subsumed into four programs and eight projects that collectively address PIDC's four Key Activity Areas (KAA) and each of its own sub-objectives. For each of the identified projects, a project profile has been completed that includes project title, project objective, purpose, outputs, activities and tasks. Activities listed under each of the outputs are projected over a three year period. The profiles provide a better understanding of these projects and the benefits that PIDC member countries will gain from them. The profiles enable PIDC to act proactively engaging with donors for funding of specific projects. The draft project profiles were submitted to the PIDC Management Board meeting in PNG in July. The Board approved the profiles and asked the Secretariat to continue working on them.



A project cycle has been established to define basic steps each project will go through from start to end. Each of the steps in the project cycle has a specific purpose, set of tasks and responsibilities. These tasks and responsibilities are defined in the project management process and will be applied at various stages of the project.



The identified steps of the project cycle requires identification of the purpose of the project, expected outputs and benefits a timeframe over which the project will be undertaken and stakeholders involvement, such as donors.

Along with the project cycle, a Logical Framework has been adopted to summarise the major elements of projects. The Framework is used to improve the planning, implementation, management, monitoring and evaluation of projects. While structuring the main elements in a project, the Logical Framework also highlights the logical linkages between them. It adds clarity to the process and serves as a summary of interaction and analysis that takes place during the planning process.

Some of the advantages of the logical framework are as follows:

- Improves quality of project design due to better internal consistency and logic;
- Provides an overall framework to link together more detailed annual work plans;
- Increases accountability;
- Increases commitment, ownership and understanding of stakeholders and project proponents.

In order to closely monitor the progress of projects, a Monitoring and Evaluation Framework has been adopted by MB meeting in PNG 2011. PIDC's initial Results M&E Framework was endorsed by Management Board in February 2010 at its meeting in Rarotonga, specifically for the PIDC Advocacy and Outreach Strategy but it was generic enough to be used as a standard M&E Framework for all PIDC Secretariat programs. Since Project Manager joining of PIDC, the M&E Framework has been revised to reflect the monitoring and evaluation purposes of the PIDC projects. The M&E Framework shows the connection between inputs-to-outputs-to-outcomes and to end Results. It also shows where Evaluation fits into the process. Evaluation can be on-going, mid-term as well as ex post whereas Monitoring is a continuous process.

The Project Manager and Head of Secretariat will be responsible for tracking the Inputs, Activities, Outputs and Outcomes and reporting these to the Management Board and the annual Conference. Indeed, the Management Board and PIDC annual Conference are two bodies critical to the M&E and quality control of the Secretariat. Opportunities will be sought at Management Board meetings and Conference to obtain feedback from members and stakeholders on outcomes of PIDC's work. Board members can provide a useful role by helping to assess PIDC's profile and impact of its work amongst key stakeholders in their home countries and also suggest ways to further enhance PIDC's profile and service delivery.

Monitoring identifies collection of regular information on projects to assess its progress. Evaluation also helps in periodic collection of information to assess progress in changing the practices and attitudes and well being of targeted groups. Monitoring and evaluation therefore are essential elements of every program and/or project,

providing a way to assess the progress of the program in achieving its goals and objectives and informing members, key stakeholders and donors about the results.

Country Reports and Secretariat Work Plans

PIDC Members present annual country reports at the PIDC annual Conference each year. An analysis of Members' reports is done and issues raised by members such as training needs, policy and legislative needs are fed into the development of the PIDC annual work plan. Consequently, the country report analysis and work plans were presented to the first PIDC Management Board (MB) meeting in Kiribati in February 2011.

KAA 1: Policy and Legislation Reform

Project 1 – Supporting Immigration Policy

This broad and cross-cutting project provides a central policy resource for members. Through this project the Secretariat is able to both respond to requests for policy advice from members and to provide advice on regional and international issues relevant to national policy.

Review of member reports to Conference

For the last two years the Secretariat has reviewed and analysed members' reports to the Annual Conference. The analysis identifies members' successes, shared issues and concerns, suggestions and requests for assistance. The analysis was presented to the first Management Board in February and fed into the Secretariat's work plan for 2011.

Responding to member requests

The Secretariat prioritises requests for advice from members and retains flexibility in its work plan to allow for time to be allocated to requests as they arise over

the course of the year. Where the Secretariat is unable to provide a full response, advice is sought directly from third parties, or members are signposted to relevant sources as appropriate. Queries were received from members on issues ranging from document laboratories and travel document reference sources to dual citizenship requirements, from labour mobility to ICAO standards. The Secretariat also provided support to Kiribati Immigration to develop a draft proposal for an institutional strengthening programme, drawing together various elements identified by Kiribati.

The sharing of policy advice has been enhanced by the generosity of members, including Fiji, Kiribati and Tonga, who have granted the Secretariat access to ports and airports to observe immigration processes first-hand.

Policy briefs

The Secretariat produces policy briefs to raise awareness of issues and possible responses amongst members, and to act as a starting point for further discussion. In 2010, the Secretariat produced briefs on immigration's role in disaster response, on the PICTA TMNP scheme, and on human trafficking and people smuggling. In 2011, the Secretariat has worked collaboratively with Fiji Immigration and the UNHCR to develop a policy brief on protection needs in the Pacific with a focus on refugees and asylum seekers. The Secretariat has also agreed to work with the Intra-ACP Migration Facility to develop a policy brief on responses to irregular migrant populations in the region.

Meetings and forums

The policy interests of members were represented through various forums and meetings throughout 2011. The Secretariat provided reports and input to the PIFS-led Working Group on Strengthening Information Management in support of the Head of Secretariat's membership of the group. The working group presented the Forum Regional Security Committee (FRSC) with a stock-take of information collection and exchange in the region, guidelines for information management at the national level, and a proposed programme of work, including the development of a 'toolbox' approach to providing information management resources in the region.

The Secretariat met with other regional law enforcement and related agencies at the annual Pre-FRSC meeting. The Pre-FRSC provides an opportunity for these agencies to discuss the contents of their reports to FRSC and agree on key strategic issues. The priority issues highlighted to the FRSC were: organised crime groups, commercial fraud and the need to enhance data collection.

The Pacific Island Country Trade Agreement (PICTA) Trade in Services sixth round of negotiations were held in August. Also under discussion was the proposed Temporary Movement of Natural Persons (TMNP) scheme, a labour mobility scheme for Pacific Island Countries. The Secretariat attended and presented an immigration perspective to a workshop on the TMNP scheme, immediately prior to the negotiations. The workshop, organised by SPC and PIFS, drew together officials from various government departments, including trade, immigration, labour, legal and education.

Other forums attended by the Secretariat in 2011, include the Ready Pasifika II counter-terrorism exercise and the PIFS Working Group on Counter-Terrorism held in Auckland in May, and the Pacific Directors of Civil Aviation: Aviation Security Forum, held in Suva also in May. The Secretariat is seeking opportunities and the appropriate level to better engage with the Bali Process. The Bali Process is relevant to the wider Pacific region, with a number of members already attending Bali Process meetings.

Policy-level relationship building

The Secretariat continues to develop links at a policy level with various related international and regional organisations. These currently include:

- Air Pacific
- Asia/Pacific Group on Money Laundering (APG)
- Asian Development Bank (ADB)
- Forum Fisheries Association (FFA)
- International Federation of the Red Cross (IFRC)
- International Organization for Migration (IOM)
- Intra-ACP Migration Facility
- Oceania Customs Organisation (OCO)
- Pacific Aviation Safety Office (PASO)

- Pacific Blue
- Pacific Islands Chiefs of Police (PICP)
- Pacific Islands Forum Secretariat (PIFS), Political and Security and Economic Governance Directorates
- Pacific Transnational Crime Coordination Centre (PTCCC)
- Regional Rights Resource Team (RRRT)
- Save the Children
- Secretariat of the Pacific Community (SPC) – Maritime, Aviation, Statistics programmes
- UN Counter Terrorism Executive Directorate (UNCTED)
- UN Development Programme
- UN High Commissioner for Refugees (UNHCR)
- UN Office for the Coordination of Humanitarian Affairs (UNOCHA)
- UN Officer on Drugs and Crime (UNODC)
- University of the South Pacific (USP)

Project 2 – Infoshare and Advanced Passenger Information (API)

The Infoshare web-application was designed to enable the sharing, storing and searching of information across the PIDC network. A key feature of the application was the ability to search for names or numbers across all the information loaded onto the application, including all PIDC intelligence bulletins and alerts, as well as international watch-lists.

A short consultation exercise in 2010, sought members' views on the use and benefits of the application and an eight-week pilot was conducted involving five members following the 2010 Conference. The findings from the pilot were presented to the Management Board in February 2011, along with options for further work. The Management Board decided that although the application had value, it would be difficult to justify funding for an extended pilot or any roll out based on responses so far. However, the Management Board tasked the Secretariat to identify funding for further research and development, in particular to assess the feasibility of including an advanced passenger information element, which the Infoshare developers had indicated would be possible and would assist members in fulfilling international expectations with regards to preventing the entry or transit of specified persons.

The Secretariat prepared a draft funding proposal to the UN Counter Terrorism Executive Directorate (UNCTED) for a feasibility study into the development of an API system applicable to members and based on the web-application concept. The draft proposal was circulated to the Management Board in April, and responses were incorporated. A final proposal requesting funding of USD 120,000 was submitted to UNCTED in April 2011. The Secretariat is currently following up with UNCTED on the status of this funding bid.

Project 3 – Strengthening Legislation in the Region

The Secretariat presented a framework for developing immigration policy and legislation to the Annual Conference in 2010. The framework comprises of two parts: Part A identifies issues and approaches and draws on the experiences of members; Part B provides a framework for the legislation itself, and is a practical document or tool that sets out relevant sections and key provisions to help assess existing legislation and provide a basis for the development of new legislation. Members discussed the framework at a workshop session within the Conference agenda.

Members' comments have been incorporated into an updated version of the framework and other proposals by members were incorporated into the 2011 work plan. This included a register of international instruments relevant to immigration that has been developed to accompany the framework. The register identifies key conventions, treaties and declarations, the relevant articles in those instruments to immigration policy and practice, and the PIDC members that are party to each instrument.

The Secretariat is also in the process of compiling a library of members' immigration and related legislation. A new section on the PIDC website specifically dedicated to legislation has been created and will be home to this library. The framework for legislation and the register of instruments are also publicly available here.

Through their reports to the Annual Conference and following further discussion, the Federated States of Micronesia, Kiribati, Papua New Guinea and Tuvalu, all



indicated that they were preparing to develop new immigration legislation and requested support from the Secretariat. The Secretariat developed a proposal to engage a legislation specialist to conduct a review of each of these members immigration legislation through a comparison with the PIDC framework for developing legislation. Funding was secured and a specialist recruited to conduct this work which was completed in December 2011. The legislative comparison report has been submitted to the respective countries involved in the study to assist them in reviewing their respective legislations.

Following the collaborative policy brief on immigration's role in disaster response with the International Federation of the Red Cross (IFRC), the Secretariat has provided input into the IFRC's development of international disaster response model laws. The model laws are in draft form and are being consulted on internationally.

Project 4 – Kiribati Standard Operating Procedures

The Secretariat visited Kiribati in August 2010 to provide policy advice and training, and to better understand the operating environment for Kiribati immigration officers. A key outcome from this visit was an identified need to develop written standard operating procedures to support the consistent application of immigration legislation, to better enable the training of new immigration officers, the training of police officers with immigration responsibility, and the training of current officers working in new areas.



The Secretariat visited Kiribati again in February 2011 and in June 2011. Kiribati Immigration has now completed the first draft of a manual containing approximately 50 standard operating procedures. The development of the manual is considered a "landmark achievement" for Kiribati Immigration and is also considered a key step to ensuring the immigration department is well-placed to develop new legislation that meets their needs.



In addition, the manual provides a template for other members to either develop or record standard operating procedures. Kiribati Immigration have agreed to make the manual available to other members once it has been finalised.

KAA 2: Data Information exchange, research and analysis

Project 1 – Annual Collection Plan Survey

The 2010 Annual Collection Plan (ACP) continues to draw together into one document all immigration data of our membership. Most importantly the survey continues to provide a unique regional perspective that allows the Secretariat to identify issues, advocate on behalf of members and provide a clear evidence base for strengthening immigration and border management policies in the region.

At the completion of the 2011 collection plan period, the Secretariat was able to receive responses from 15 members; this was a major drop off in responses from the previous year which recorded one of the highest response rates to date. The remaining members were approached individually regarding submission of their responses. However, the Annual collection plan has allowed PIDC to continue collecting wide-ranging and yet granular data.

The Secretariat plans to hold discussions internally and with members and other regional organisations to formulate ways to address the issues around inconsistency in levels of reporting and building capacity and strengthening PIDC's reporting network.

The Management Board at its recent meeting in PNG agreed that PIDC will host one PSHTIM workshop in Nadi and for the Secretariat to work with Management Board members and donors to finalise funding options.

Additionally the Secretariat is now initiating discussions with the ACP Observatory on Migration Facility on joint research topics on irregular migration in the region that the two organisations can work together. Research agreements from this discussion are expected to raise the

level and standards of research products being published out of the PIDC.

Project 2 – Pacific Transnational Crime Assessment Report

The 2011 strategic assessment on immigration was drawn from the 2010 PIDC Annual Collection Plan survey, PIDC Immigration Intelligence Bulletins and PIDC Members' Reports to the PIDC Annual Conference in 2010. The report assessed the prevalence of the transnational crimes of people smuggling and human trafficking in the region. It also highlighted identity fraud and other forms of irregular migration. The report presented a regional perspective on the immigration issues and challenges facing law enforcement agencies in the region and pointed to emerging immigration trends that are occurring in the region.

The 2011 assessment reiterates the need to collectively work together to manage our borders in light of the increasing sophistication of criminal elements and networks travelling through or into the region with the purpose of exploiting our vulnerabilities to make profit illegally. The Pacific has been identified as a transit zone for people smugglers and traffickers and PIDC members will continue to be exposed to criminal elements seeking to transit through to targeted destinations of Australia, New Zealand, USA and Canada.

Project 3 – PIDC Immigration Intelligence Bulletin and Alerts

The Secretariat continues to send out its monthly immigration intelligence bulletins and Alerts on persons of interest moving through the region and latest trends in irregular people movement. The bulletins have been helpful in providing a forum for sharing of immigration intelligence and updating members on latest immigration related trends occurring in the region.

The intelligence Bulletin continues to raise awareness on recent trends of irregular migration occurring in the region and the reports is now widely distributed throughout the Asia-Pacific region and is raising interest amongst other law enforcement intelligence agencies in the region on the value and quality of the reports.

Project 4 – Risk Assessment of International Flights in the region

The regional flight assessment pursued to establish how people and goods move through the Pacific using commercial air travel and the potential risks this poses. This overview analysed flights into Fiji, PNG, Palau, Kiribati, the Federated States of Micronesia, Marshall Islands and Kiribati. The report assessed the movement into the Pacific from outside the region, movement within the Pacific, provided a risk assessment and attempted to provide a solution to these risks. The findings from this regional risk assessment will be made available to members.

Project 5 – Facilitation of Movement of Third Country Nationals

The Secretariat had continued to receive requests from members to facilitate communication between PIDC Member jurisdictions on the removal or deportation of third country nationals through Fiji. The Secretariat using its contact within the PIDC Membership had been able to coordinate the transit of deportees to their country of origin.

KAA 3- Advocacy, Liaison and Representation

Project 1- Engagement with Members Country Visits

i. Head of Secretariat

Members had agreed that PIDC could achieve more through a focused advocacy strategic plan. This recommendation led to the endorsement of an advocacy and outreach strategy in 2010. Its implementation was broadened to include Management Board members, Immigration directors and/or the Chairman and other secretariat staff especially when the HOS was otherwise engaged.

During the year the following advocacy outreach programmes were carried out in the following countries by the HoS: Fiji, Kiribati, FSM, Palau, Republic of Marshall

Islands, French Polynesia, the Cook Islands, Samoa and Guam. The HoS met with immigration heads and staff including other regional and national stakeholders in those countries. As a result of this advocacy programme, there now appears to be more closer consultation and exchange of information occurring between members and the Secretariat. This is in addition to national, regional and international stakeholders becoming aware of the work that PIDC does in the region and this is reflected in the invitations to attend law enforcement forums that is now being extended to PIDC.

i. Project Manager

Visited 2 member countries (Samoa and Vanuatu) to test project management tools and to conduct in-country assessments of PIDC projects. Assessments were conducted for the Annual Collection Plan, the annual PSHTIM report and the PIDC Legislative Framework. An assessment of Basic Border Training workshop held in Vanuatu in January 2011 was also conducted. Findings from the assessments underline a need for the Secretariat to closely monitor the impact of its activities in member jurisdictions and where necessary negotiate or discuss the current strategies to ensure maximum benefit and relevance of Secretariat's programs.

ii. Monthly Updates from the Head of Secretariat

The Head of Secretariat issued 5 updates during the year from his desk. Each was translated into French and distributed to our French speaking members.

Project 2 - Engagement with Regional Organisations

The Secretariat continues to liaise with regional organisations such as the Law Enforcement Unit of the Pacific Island Forum Secretariat, the Forum Regional Security Committee, Pacific Islands Law Officers Network, the Oceania Customs Organisation and the Pacific Islands Chiefs of Police. The HoS represented PIDC at annual Conferences of the OCO and PICP where he spoke on PIDCs' work in the region.

i. FRSC – Pacific Transnational Crime Assessment (PTCA)

The PIDC Secretariat in consultation with the Pacific Island Forum Secretariat and other law enforcement agencies in the

region worked together in contributing to the annual Pacific Transnational Crime Assessment. The Secretariat produced an immigration assessment of emerging immigration issues in the region in 2010. This year's strategic assessment on immigration assessed the prevalence of the transnational crimes of people smuggling and human trafficking in the region. It also highlighted identity fraud and other forms of irregular migration. The report presents the most reliable regional perspective on immigration issues and challenges facing law enforcement agencies in the region and points to emerging immigration trends that immigration departments have been alerted too in the region.

ii. FRSC Working Group on Information Management

At the Pacific Islands Forum in 2007, Leaders directed relevant national and regional organisations and specialist Regional Law Enforcement Secretariats to strengthen the collection and exchange of law enforcement information to combat national and transnational organised crime and terrorism.

As part of efforts to advance this, the Forum Regional Security Committee (FRSC) in 2009, "agreed to establish a small working group chaired by the PIFS LEU and including law enforcement Secretariats, to consider further initiatives for strengthening information management at both national and regional levels, and report to the 2010 FRSC".

Project 3: Engagement with International Organisations

i. ACP Migration Observatory

The Secretariat on invitation recently attended three workshops that were organised by the African, Caribbean and Pacific (ACP) Observatory on Migration in Senegal, East Timor and in Trinidad and Tobago.

The ACP Observatory on Migration is an initiative of the Secretariat of the ACP Group of States, empowered by the International Organization for Migration (IOM) and funded by the European Union with the financial support of Switzerland. Its goal is to establish a network of research institutions and governmental entities dealing with migration in the six regions of the ACP Group of States, namely West Africa, Central Africa, East Africa, Southern Africa, the Caribbean and the Pacific.

Activities will start in 12 pilot countries (Angola, Cameroon, the Democratic Republic of Congo, Haiti, Kenya, Lesotho, Nigeria, Papua New Guinea from the South Pacific, Senegal, Tanzania, Timor-Leste and Trinidad and Tobago) but it is envisaged that other countries will join the process. The Observatory will be able to produce much needed data on South-South ACP migration flows for migrants, researchers, civil society, general public, governments and policy-makers. It will rely on the work of research institutions and private researchers from different backgrounds (universities, research centers, public institutions).

ii. UNODC

As part of UNODC's programme to strengthen and enhance information sharing regionally and internationally, PIDC was invited to a workshop for experts on information sharing in Bangkok from 20-21 October. There were three objectives:

- a. To present, review and seek expert advice on UNODC's work on establishing a voluntary reporting system on migrant smuggling and related conduct in support of the Bali Process;
- b. To provide as platform for law enforcement experts to exchange information on migrant smuggling trends; and
- c. To contribute to fostering networks of law enforcement experts in response to migrant smuggling.

PIDCs' attendance at this workshop is to ensure that UNODC is aware of the levels of information exchange occurring amongst immigration departments in the region and the challenges PIDC Members face in the region.

At the 4th Ministerial Conference of the Bali Process on People Smuggling, Trafficking in Persons and Related Transnational Crime, Ministers agreed to strengthen engagement on information and intelligence sharing. This underscored the high value and utility that we all derive from enhanced information sharing. In this regards the Ministers at this year's Bali process meeting welcomed the assistance from UNODC in establishing a voluntary reporting system on migrant smuggling and related conduct in support of the Bali process.

iii. PACRIM

In 2010 PIDC was admitted as a member of PACRIM, an organisation for immigration intelligence exchange amongst members of countries in the Pacific Rim. As a member, PIDC hosted the 17th PACRIM annual Conference in Apia, Samoa. Through PIDCs' membership of PACRIM it is able to directly link with Asia/Pacific countries who collectively handle about a half of total worldwide ?? migration flows. Through this organisation member countries can have access to immigration intelligence from some 20 countries in one of the most dynamic regions in the world.

KAA 4: Building Knowledge and Expertise

Project 1: Pacific Regional Immigration Identity Project

The overarching purpose of the PRIIP is to develop a national and regional approach to assisting participating jurisdictions to detect, measure, investigate, prosecute and prevent the use of identity crimes. The PRIIP adopted an incremental approach to achieve this, by delivering a targeted programme of practical training in five pilot countries - Cook Islands, Kiribati, Samoa, Palau, and Vanuatu. Phases One and Two were successful, and a roll-out of PRIIP activities to other countries under Phase III was completed during the year. This phase strengthened networks and systems put in place in Phase Two so that pilot countries are able to continue to undertake project activities in their own countries, while taking on a mentoring role with their neighbouring countries.

Project 2: Intelligence Training

Phase I

The first phase of the Intelligence Officer Programme was aimed at development activities for the "Identified Information Champions" to enhance their knowledge of the intelligence cycle and other intelligence functions and



exposure to best practise principles in terms of information gathering/analysis/assessment and dissemination.

The first two courses were held in Auckland, New Zealand in April/May 2009 and a third course was held in Pohnpei, FSM. A total of 28 officers had attended the first phase of this Pacific Intelligence Officer programme.

Phase II

Phase II had a focus on ongoing capacity building and development of intelligence products of relevance and importance to the region. The intention of Phase II was for those attending to look at issues facing individual countries and the region as a whole. Each participating country had been requested to identify what they see as risks to their environment, from which a range of intelligence products would be developed by course participants that had a practical benefit to them and their administrations.

Phase II training programme sought to:

- i. Build national and organisation intelligence capability; and
- ii. Strengthen Customs, Immigration and Police common networks

Trainings were held in Wellington for the southern Pacific participants and in Pohnpei for the northern Pacific participants.

Phase III

The first Phase III workshop of the Pacific Customs, Immigration and Police Intelligence Officer Programme was held in Pohnpei, Federated States of Micronesia (FSM) from 15 to 19 November 2010.

The workshop was attended by the same group of officers from FSM, the Marshall Islands and Palau that had attended Phase II training. The subject was approached with presentations and scenario based exercises. Once the process was familiar to participants, work was undertaken in country groups on risk assessing flights arriving and departing in participating countries. Connecting flights were taken into consideration, as were flights that are planned to commence in the near future. Participants provided flight schedules in advance, as well as information

on passenger numbers and nationalities, which informed the process.

Presentations depicting the results of the work were delivered to the group. The work carried out by this group will be combined with that of the South Pacific group to form a risk assessment of flights for the whole Oceania region.

Funding for Phase 4 of the PRIIP and INTEL projects was secured as part of a consolidated PRIIP/INTEL funding bid by INZ from the New Zealand Pacific Security Fund.

Project 3: Basic Border Protection Training

In 2006 the PIFS successfully applied for funding from Japan to build the skills of enforcement officers to better manage borders in the region. In 2007, PIDC and OCO, together with PIFS Law Enforcement Unit, developed a proposal to spend these funds on joint, in-country training and nominated several countries to be visited by a training team comprising a DIAC immigration trainer and a customs trainer from the Oceania Customs Organisation.

The training was held in two countries then stopped. Early in 2010 the PIDC Secretariat proposed to the pre-FRSC a resumption of this initiative and we are pleased to report that the PIFS obtained Japanese funding for the training to resume in January 2011. The Secretariat met several times with PIFS and OCO to coordinate the first pilot Basic Border Protection Training course in Vanuatu in January. The training was well-received by Vanuatu border control agencies.

An assessment of participant evaluations as well as individual assessments by the resource persons resulted in a decision to extend the workshop by a day to a total of 3 days. At the request of the PIDC Secretariat the immigration component of the training was provided by a DIAC trainer based in Suva. Her modules delivered in one full day or two half days covered the following topics:

- Document examination
- Imposter detection
- Episode of "Border Security"
- Passenger Assessment (profiling)

The PIFS representative dealt with law enforcement risks in the Pacific including People Smuggling and Human Trafficking. The OCO trainer covered topics such as Risk Assessment, Drug Smuggling by Introcorporeal Means, Smuggling of Native Flora and Fauna. More detailed training, such as the DEPA course, provided by PIDC through DIAC complement and build on basic skills learned in the border protection courses.

The second and third courses were held in the Marshal Islands at the end of June and in Pohnpei in the first week of July 2011.

PIFS have confirmed funding for the next Border Protection training to be held in Kiribati at a date to that is still to be confirmed. The funding will cover trainers travel, accommodation, perdiems, training venue and training resources and also the costs for one officer from PIFs who is coordinating the training..

Project 4: Document Examination Principals and Application

The PIDC has been coordinating the annual DEPA course provided by specialist DIAC trainers since 2006. As in previous years the traditional Donors; Australia, New Zealand and the Pacific Island Forum Secretariat confirmed funding for the 2011 annual DEPA course that was held on 14-16 September in Nadi, Fiji.

As this is an advanced course nominees are normally expected to have had some basic document examination training and have the capacity to understand high level technical information. This course was run in Fiji in 2006, in Vanuatu in 2007 & 2008, in Samoa in 2009 and in Fiji in 2010 in 2011.

The document examination training delivered by experienced DIAC forensic document examiners included subjects on:

- forensic decision making process
- correct use of document examination equipment
- demonstration of equipment and practical exercises
- identification of paper and security features
- hands on examination of documents to detect fraud; and
- recording methodology for examination and results.

The course appears to be gaining interest within the PIDC membership, based on the number of nominations received and requests by members for extra positions in the course.

After a pilot training programme with Fiji Immigration in 2010, DIAC has introduced to PIDC course participants at this year's annual training programme an additional 2 days on Advanced Facial Image Comparison Principles and Applications (FICPA) training, also provided by Australia's Department of Immigration and Citizenship (DIAC).

The advanced FICPA course is a relatively new training package that has only been offered once previously in the Pacific, in Fiji in October 2010. The course provides officers working at the border with advanced skills in detecting imposters. The DIAC trainers who presented the course were highly skilled and experienced immigration staff in facial image comparison and imposter detection, which is an increasing problem for Immigration departments across the globe.

Project 5: Human Trafficking, People Smuggling and Illegal Migration Workshop

The PIDC with the Bali Process had successfully organised a people smuggling, human trafficking and illegal migration workshop back-to-back with the 2010 annual conference. Following this successful work, participants acknowledged the need to continue raising awareness on issues of people smuggling and trafficking but most importantly in the development of further training for immigration officers in the region.

Workshop participants agreed that the:

PIDC through its Management Board and the Secretariat will seek funding for the implementation of a specialist training workshop for PIDC Members frontline officers specifically on people smuggling, human trafficking and irregular migration cases, PIDC is committed to the development and implementation of a comprehensive specialist training for its Members.

This was an undertaking that participants requested the PIDC to consider in addressing people smuggling, human trafficking and illegal migration issues in the region.

Discussions on this workshop proposal was presented at the Kiribati and PNG Management Board meeting in 2011 as a follow up on the discussions held in the margins of the 2010 PIDC Management Board meetings around a workshop for operational Law Enforcement and Border Agency officers on People Smuggling, Human Trafficking and Illegal Migration.

The PIDC Management Board at the second Management Board meeting in PNG agreed that PIDC will host one PSHTIM workshop in Nadi, Fiji and for the Secretariat to work with Management Board members and donors to finalise funding options. The Secretariat in coordination with the Management Board is planning on hosting this second PSTIM workshop operational staff in 2012.

Project 6: Project Management

The appointment of the Project Manager to PIDC witnessed the introduction of a change management process that allowed for a project management approach to be applied to PIDC core activities. The change management process incorporated linking PIDCs' Strategic Plan 2009-2012 to the individual staff work plans with an emphasis on linking activities to outputs, and outputs to outcomes. Such an approach ensures better targeting of resources, improved accountability and traceability for monitoring and evaluation purposes.

Various consultations were held with Secretariat staff and the Head of Secretariat to identify the smooth transition of linking the individual activities to the overall program under each of the four Key Activity Areas of the Strategic Plan. A project management workshop was held in Suva along with several discussions with staff and HoS to provide information to Secretariat staff on project management approach and as part of the process; several project management templates have been developed and applied.

Project management assessment tools that seek to align activities to outputs and higher level outcomes were applied on selected PIDC activities in member countries. Several member countries were visited under the Advocacy and Outreach Strategy and briefed about the PIDC's new project management approach. These

visits were utilised to test these tools for determining the output and outcomes of the Secretariat's work activities. Assessments were conducted for the Annual Collection Plan survey, PIDC Legislative Framework, annual *People Smuggling, Human Trafficking and Irregular Migration* report and an assessment was also undertaken on the Basic Border Protection Training workshop held in Vanuatu in January 2011. Successful visits were conducted by the Head of Secretariat and the Project Manager to Samoa and Vanuatu, the Independent Board Member undertook a similar task in a visit to Tonga and the HoS also briefed members and applied the tools in his consultation visits in June to the FSM, Palau and Marshall Islands.

An important output of the project management processes has been the Secretariat working towards identification of current work activities as potential projects. For each of the identified project, a project profile has been composed. This includes project name, project objective, purpose, project outputs and project tasks. The profiles provide a better understanding of the PIDC projects and the benefits that PIDC and member countries will gain during their implementation. The Secretariat is continuing work to further clarify the activities for 2012.

The PIDC Strategic Plan 2009-2012 ends next year and the Conference will discuss the process for its review at the 2011 annual meeting.

Project 7: Fiji Operational Secondment

Fiji Immigration hosted a one-week operational secondment from September 19-23 for two senior officers from the Cook Islands and Solomon Islands Immigration. The Immigration Director in welcoming both officers to Fiji encouraged them to use the opportunity to learn Fiji immigration processes and systems and also exchange ideas and experiences with Fiji Immigration officers. Both Officers expressed their appreciation to Fiji Immigration and PIDC for providing them the opportunity to learn from Fiji's experiences. They returned to their respective departments with learning's and experiences that should help them assist in raising standards on border control processes and systems.

"PIDC has the potential to develop into an even stronger regional body on immigration, providing a Pacific model for governance and delivery of services."

(MR. GARTH HENDERSON, CEO FOR COOK ISLANDS AID MANAGEMENT DIVISION, 2010)



Proposed new work areas

I. PIDC Secondments (within and outside the Secretariat)

In 2010 Australia had hosted the first PIDC operational secondment programme. The program included two days in Canberra for background briefings, followed by two days at Brisbane Airport and one day at the port of Brisbane. In addition to the one-week operational secondment of an officer from Fiji and one from Vanuatu with DIAC; Fiji Immigration at the request of Island members at the 2010 annual Conference have hosted two operational officer secondment programme for officers from Cook Islands, Kiribati, Samoa and the Solomon Islands at Nadi International Airport and the port of Lautoka. This programme has been deemed a success and Members are requesting for further attachments while the host department has also been able to derive direct benefits from their involvement in the programme. Additionally the Secretariat has hosted the Senior Immigration Officer from Kiribati at the Secretariat as part of her secondment programme in Fiji.

II. Assistance to Members to strengthen immigration data management

There is general awareness by members and regional law enforcement agencies, that there are limitations in the collection, recording, analysis, use and sharing of data at the national level. Such limitations affect a country's ability to detect and investigate criminal activity, assess risk, allocate resources and develop effective policies. Additionally these limitations also challenge how members are able to manage and effectively use their data with other members, governments and regional and international law enforcement agencies. In addition there is an increasing view point that immigration departments need to move beyond manual systems and move into IT systems while stepping up on the IT systems for those that are already in use.

PIDC might want to consider how we can progress towards strengthening immigration data management throughout the membership by:

- Understanding current practises;
- Understanding which data are collected by which institutions nationally and regionally;
- Identifying what is done with the collected data; and
- Discussing how immigration data management can be strengthened nationally and regionally.

The PIDC Secretariat will work collaboratively with other organisations and within existing processes as it progresses work in this area.

III. ACP Migration Observatory and Facility

PIDC is an official Observer in a new regional initiative by the African Caribbean and Pacific Group (ACP) Secretariat to promote evidence based initiatives in the fields of migration. In 2012 the Secretariat plans to benefit from the following projects from the ACP Migration initiative in the region:

- i. Technical Assistance to improve the PIDC Secretariat data base and data entry system;
- ii. Capacity building: data gathering and analysis for members immigration departments;
- iii. Irregular migration in the Pacific;
- iv. Research on human rights for labour migration in the region; and
- v. Regional and national workshops on migration issues.

A preliminary meeting held between ACP representative and PIDC saw initial discussions around the areas that ACP could provide assistance with. PIDC has put forward some topics in areas of research that may fit within the ACP Observatory's broader context of putting in place a data harmonization and processing methodology for research on migration and development in the Pacific countries.

The ACP Observatory is also looking at developing and applying training modules focussing on enhancing regional capacities through working closely with its government counterparts and other regional stakeholders in areas of producing, analyzing and sharing of comprehensive

data. PIDC is able to note this as another opportunity and identify the areas that could be beneficial.

Further discussions will be held with ACP representative to finalise the details of the proposed projects that PIDC will undertake in 2012.

Secretariat Administration

Office relocation

On 31 March 2011, after 9 years the Secretariat received a 3-month notice to vacate its rented premises at the Pacific Islands Forum Secretariat (PIFS). Following this notice to vacate, the Secretariat began an intensive search for an alternative premise in and around the Suva Central Business District (CBD).

Alternative offices were assessed against PIDCs' selection criteria, five were categorized as most suitable. This shortlist was subsequently presented to the Management Board in its second meeting in PNG. The Board in assessing the short listed office spaces endorsed the Secretariat's preference to relocate to the FNPF Building and the Secretariat finalized the lease agreement after verification on the lease document was made by the Australian Department of Immigration and Citizenship's lawyers. The Secretariat relocated to FNPF Building on the 1st of September.

Finance

PIDC submitted a costed work plan to INZ requesting NZ\$341,853 funding for 2011 at the PIDC annual Conference in Vanuatu in 2010, which was approved by INZ. At the July MB in PNG, INZ presented a summary of financial reporting for the activities of PIDC for the calendar year 2011. The overall expenditure for PIDC was forecasted to be NZ\$13K over budget for the calendar year 2011 with a number of individual variances between the Work plan budgets and the final year-end forecast.

In addition to the INZ funding, Australia also committed AUD235K over the 2011-2012 financial year to support other commitments related to PIDC such as a Training Manager position which is yet to be finalized, the role of the Independent Board member, PIDC hosting PACRIM in Samoa and operational secondments to Australia. Australia, New Zealand and the Pacific Island Forum Secretariat co-fund the DEPA training course while costs for members participation at the Management Board meeting and annual Conference is jointly shared by Australia and New Zealand.

It was agreed by the Board in PNG that PIDC will need to re-align their annual work plan from calendar year to a financial year from 2012 (1 July 2012 to 30 June 2013).

PIDC is currently working with INZ to strengthen its financial procedures and systems for evidence-based financial reporting and forecasts.

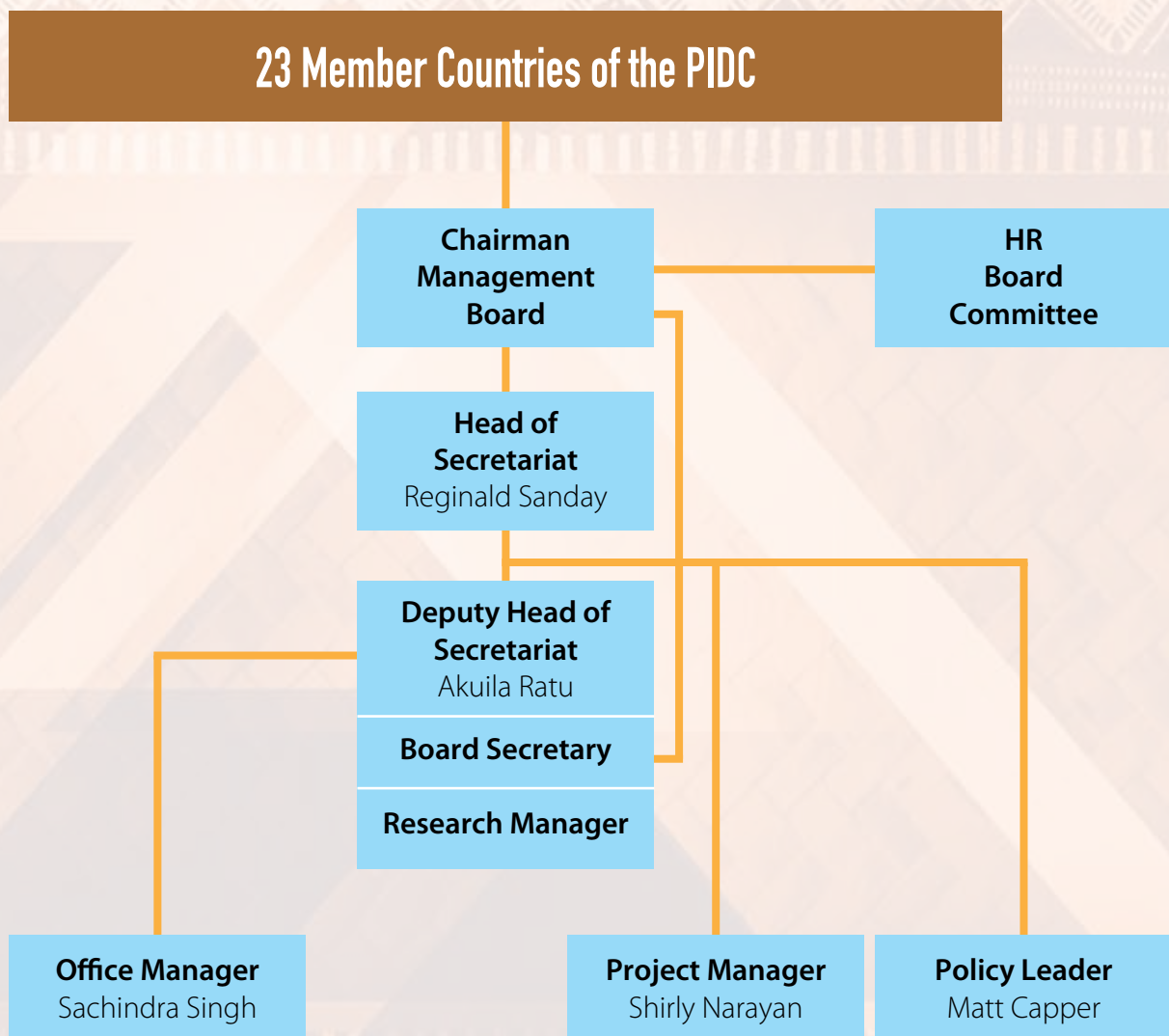


Organisation Structure and Staffing

2011 PIDC Organisation Structure

PIDC has essentially a 3-tier structure with the top tier comprising the 23 Member countries and territories who are 'owners' of the organization. The second tier consists of an elected Management Board and its sub-committees and the third tier is formed by the Secretariat, headed by a Head of Secretariat aided by a Deputy Head of Secretariat who also has a supervisory mandate over the Office Manager. The current Deputy concurrently serves as Board Secretary as well as Research Manager, the Policy Leader and Project Manager are currently on a 12-month contract and the Training Manager Position remained vacant in 2011 (Figure 1).

Figure 1: 2011 PIDC Organizational Chart



Staffing



Mr Reginald Sanday
Head of Secretariat
Appointed February 2010

Mr Sanday, from Fiji, has extensive knowledge of the Pacific Region having worked in almost all of our 23 member states in a career spanning some 25 years in Pacific Islands development. His last appointment prior to joining PIDC was as an Adviser on Capacity Building, a role he held for 5-years working in various Government Departments in Papua New Guinea.



Mr Akuila Ratu
Deputy Head of Secretariat/ Research Manager/ Board Secretary
Appointed April 2007

Mr Ratu, also from Fiji, is the longest serving staff in the Secretariat having joined as a Research Officer in 2007. He previously worked in a research role in the Fiji Prime Minister's Office and was appointed by the Management Board in February 2010 to work concurrently as Deputy Head of Secretariat and Board Secretary.



Mr Matthew Capper
Policy Leader
Appointed December 2009

Mr Capper, from the United Kingdom, joined the PIDC Secretariat as a seconded Officer from the United Kingdom Home Office in 2006. He returned to the Secretariat in 2009 on his appointment as the Policy leader mainly focusing on developing immigration policy and legislation in the region.



Mrs Shirly Narayan
Project Manager
Appointed in January 2011

Mrs Narayan, originally from Fiji but residing in Australia, has extensive experience working with AusAID in Fiji, government and private departments in Fiji and in Australia and her main focus has been to work within the Secretariat with the concept of managing PIDC activities on a project basis.



Mr Sachindra Singh
Office Manager
Appointed in July 2011

Mr Singh is a Fiji citizen and brings with him experience from the Pacific Island Forum Secretariat Corporate Section and will be leading the provision of efficient office management practices and ensure that support is always provided to the PIDC staff, members of PIDC and stakeholders as and when required.





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