



Pacific Immigration Development Community

ANNUAL REPORT

July 2017 – June 2018

Apia, Samoa
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www.pidcsec.org

PIDC MEMBERS



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

July 2017 – June 2018 Annual Report



The Pacific Immigration Development Community (PIDC) is a regional organisation made up of immigration agencies from 19 Pacific Island Countries and Territories. The PIDC enables the heads of immigration agencies to share resources and knowledge to develop joint responses to common challenges. The organisation works closely with regional and international partner organisations to strengthen Members' individual and collective capacity to better manage the integrity of their territorial borders, provide national migration policy advice and meet relevant international obligations.

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Acronyms

ACP	Annual Collection Plan
FRSC	Forum Regional Security Committee
FSM	Federated States of Micronesia
HoS	Head of Secretariat
HR	Human Resources
IBDP	International Border Development Programme
ICAO	International Civil Aviation Organisation
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 Development Community
	Pacific Immigration Directors' Conference
PIFS	Pacific Islands Forum Secretariat
PILON	Pacific Islands Law Officers' Network
PRIIP	Pacific Region Immigration Identity Project
PTCCC	Pacific Transnational Crime Coordination Centre
PTCN	Pacific Transnational Crimes Network
RAM	Regular Annual Meeting
RMI	Republic of Marshall Islands
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime

Chair's Foreword



Kia ora tatou and warm Pacific greetings to you all,

I have the honour of presenting the 2017/18 Annual Report for the Pacific immigration Development Community.

For PIDC, it has been a busy year filled with accomplishments. You only have to look through this report to see the significant number of activities that have been undertaken, both for the membership, and on the memberships' behalf at international fora. The theme for 2017/18 was Our Waka: Advancing Approaches to Regional Migration Challenges for a Safe and Prosperous Pacific. And what a journey in the waka it was! PIDC's activities range from labour mobility, to assisting with legislation modernisation programmes. It is all part of steering our waka to a safe and prosperous Pacific.

I am most proud of the Information Sharing Working Group and the outcomes that have been produced this year, to help share information and mitigate risk in our region. The Memorandum of Agreement (that 14 of our 19 countries have now signed) is the first of its kind in the region. We are leaders in law enforcement in the region in being able to legally share information about persons of interest and their movements. It is this forward-learning agenda that made me proud to be the Chair of the PIDC in 2017/18.

In this, I have our Secretariat to thank. With a very ambitious workplan, the Secretariat have worked long and hard to achieve the many accomplishments presented to us within this Annual Report.

We see examples of positive immigration efforts in the member countries – the Cook Islands immigration team is now turning away gang members, the Solomon Islands immigration team has prosecuted a human trafficking case, and the Republic of the Marshall Islands is looking towards automated border management systems. These are just some of many examples right around the region of where a concerted regional effort, combined with national priorities, creates better outcomes for immigration overall. If we can enhance our information sharing, increase the regional research outputs, and share best practise, immigration agencies can be a formidable body for transnational criminal to contend with. The PIDC is the best place in which to do this, as we journey in the same waka.

For this progress, I must say an enormous thank you to the 2017/18 Board, who have guided the organisation through many decisions, including the development of the strategic plan to lead PIDC onto the next phase. For 2018/19, I pass the Chair to Nemani Vinuwaqa and Fiji, who I know will lead the organisation towards even greater achievements.

Go well as we journey in the waka together, as we say in New Zealand - he moana pukepuke e ekengia e te waka (a choppy sea can be navigated by a waka).
Nga mihi,

Nicola Hogg
Chair, Pacific Immigration Development Community 2017-18
Immigration New Zealand

Head of Secretariat Report



The 2017 – 2018 Financial Year has been a period of unprecedented activity with PIDC seeking to implement one of the most ambitious work plans in its history. With the attainment of legal entity status and the establishment of a Secretariat in Apia in 2016, the organisation has now entered a new phase with a rapidly expanding work program focusing on more than merely strengthening operational collaboration.

While this important work will continue to remain a priority, PIDC now also looks to enhance Members' capacity to develop policy and advise regional fora such as Forum Leaders and relevant Pacific ministerial meetings to support and guide regional migration related objectives. Providing this policy advice is now more vital than ever given the increasing need for a strong unified and collaborative regional voice on migration to drive economic growth through labour mobility and tourism and strengthen effective border security.

The work achieved during this working year has only been possible due to the continued support of the Principal Donors and the hard work of PIDC Members, Board, Secretariat, and partner organisations. As a result of this combined effort, PIDC in 2017 and 2018 has been able to:

- a) endorse the PIDC Memorandum of Arrangement for Information Sharing to strengthen collaboration and provide a multi-lateral legal framework to support and drive sharing of immigration information for law enforcement purposes among PIDC Members;
- b) launch the Declaration of Partnership with OCO and PICP to strengthen inter-agency law enforcement collaboration with Police and Customs colleagues; and
- c) provide in-country technical support to a number of Members seeking to modernise and strengthen their domestic immigration legislation.

With the endorsement of the new Strategic Plan 2019 – 2021 at the June 2018 Regular Annual Meeting, PIDC has a bright future ahead and one that all Members should seek to support and benefit from.

Ioane Alama

Head of Secretariat

PIDC Vision, Mission and Objectives



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

Regular Annual Meeting

All PIDC Members meet at the Regular Annual Meeting 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 establish an agreed work plan based on Members' priorities and agreed objectives contained in the PIDC Constitution and PIDC Strategic Plan that is reviewed every three years.

PIDC Board

To provide strategic direction to the organisation and oversee the activities and finances of the Secretariat, the PIDC Board, made up of representatives of the Pacific Islands subregions, small island states, host country and principal donors, meets three times over the course of the financial year (July to June), to develop, endorse and monitor the implementation of the organisation's annual work plan.

Secretariat

The Secretariat is responsible for implementing the annual work plan and advancing the objectives and interests of PIDC. The PIDC Secretariat served the organisation for 18 years from Suva, Fiji before relocating to Apia, Samoa in August 2016.

Governance

The Secretariat provides monthly and quarterly reports to the Board on the activities and finances of the organisation which are then reviewed at the three Board meetings held every year. The Secretariat also provides an annual activities report based on the implementation of the agreed Work Plan as well as audited financial statements for the Board and Members to review.



PIDC Organisation Chart for 2017 – 2018

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.

PIDC BOARD

Chair

Vice-chairs

Melanesia

Micronesia

Polynesia

Small Island States

Principal donor
Australia

Principal donor
New Zealand

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.

SUB COMMITTEES

Permanent sub- committees

HR Sub Committee
Governance Sub Committee
Audit & Risk Sub Committee

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

PIDC SECRETARIAT

Head of Secretariat

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 Report

The 2017/18 period has been a very busy period given the various activities that the Secretariat has been involved with in delivering the Annual Work Plan. Ranging from workshops, meetings, conferences and Secretariat operational responsibilities, the Board continued to scrutinize these activities ensuring that activity processes and outcomes were aligned to the organisation's values of transparency and accountability.

Summary of 2017/18 Board activities

The first Board meeting was held in November 2017, the second in March 2018 and the third and final meeting taking place a day prior to the Regular Annual Meeting (25 June 2018). The meetings were hosted in the Marshall Islands, Cook Islands and Fiji respectively.

The Board has closely monitored the operational process and activities of the organisation working closely with the Secretariat especially around the areas of human resources and finances. The Human Resources, Risk & Audit and Governance Committees have had constant oversight on the Secretariat work plan and activities. The following were some of the significant achievements of the Board during the 2017/18 business calendar year:

- Oversight of recruitment of 2 new Secretariat positions;
- Approval of first PIDC Audit report for 2016 - 2017 financial year;
- Development of new PIDC Strategic Plan 2019-21;
- Delivery of capacity building programmes for Members;
- Successful delivery of Legislation review programmes for 3 Members;
- Successful completion of Joint Law Enforcement Board Meeting with OCO and PICP; and
- Oversight of the Information Sharing Working Group.

Board Membership

The Board Members for 2017 included New Zealand (Chair) the Republic of the Marshall Islands (Vice-Chair), Fiji (Vice-Chair), Papua New Guinea (Melanesia), Federated States of Micronesia (Micronesia), Tonga (Polynesia), Kiribati as the representative of Small Island States and Australia (Donor).



2017/18 Board Members

CHAIRS



Chair:
Nicola Hogg (New Zealand)
General Manager
Risk and Intelligence Services
Immigration New Zealand



Vice Chairs
Damien Jacklick (Republic of the Marshall Islands)
Director
Ministry of Justice and Immigration



Nemani Vuniwaqa (Fiji)
Director
Fiji Immigration Department



Solomon Kantha (Melanesian Representative)
Chief Migration Officer
Papua New Guinea Immigration and Citizenship Service Authority



Telesia Fakava Kaitapu (Polynesian Representative)
Officer in Charge
Tonga Immigration
Ministry of Foreign Affairs and Immigration



Flavin Misech (Micronesian Representative)
Director
Palau Bureau of Immigration, Palau



Uering Iteraera (Small Island States Representative)
Deputy Director Immigration
Kiribati Immigration Department
Ministry of Foreign Affairs and Immigration



Commander Anthony Seebach (Australia - Principal Donor)
Assistant Secretary, Pacific and Transnational Issues
International Division
Department of Home Affairs



Agafili Shem (Secretariat Host Country)
Chief Executive Officer
Samoa Ministry of Prime Minister and Cabinet

MEMBERS

Secretariat

The PIDC maintains a Secretariat based in Apia, Samoa which consists of 5 permanent staff members – the Head of Secretariat, Deputy Head of Secretariat, Office Manager, Research Assistant and Finance and Administrative Clerk.



Head of Secretariat – Mr Ioane Alama



Deputy Head of Secretariat – Mr Akuila Ratu



Office Manager - Mr Sachin Singh



Research Assistant - Mrs Leata Faitua



Administrative Clerk - Ms Ruta Tupuivao

Key Activities for 2017 - 2018

While there were a number of activities undertaken during the reporting period, some key results include:

Change of PIDC name to Pacific Immigration Development Community

Members endorsed the official renaming of PIDC as the Pacific Immigration Development Community in June 2018 at the Regular Annual Meeting. The renaming of the organisation was undertaken to better reflect the nature of the organisation with its sustained and expanding work plan and established Secretariat.

New PIDC Strategic Plan

Members endorsed the new PIDC Strategic Plan for 2019-2021 which includes a set of Long Term Strategic Objectives and sets agreed priorities for the next three years. The revised Key Activity Areas for the Strategic plan reflect shifting priorities and include: strengthening **Strategic Partnerships and International Engagement**; enhancing **Policy and Regulatory Frameworks**; strengthening **Information and Intelligence Management**; promoting **Institutional Strengthening and Capacity and Capability Development**; and strengthening national and regional **Governance and Accountability**.

Strengthening PIDC Information and Intelligence Network

Members agreed to strengthen the individual and collective capacity of PIDC to collect, analyse and share immigration information through:

- (a) endorsement of a regional **Memorandum of Arrangement** to underpin and promote sharing of immigration information amongst the PIDC Membership;
- (b) development of a **PIDC Immigration Enforcement Data Collection Tool** to strengthen Members' ability to collect, analyse, store and share specific enforcement related types of immigration data; and
- (c) establishment of information sharing structures and networks such as the **PIDC Profiling Network** to share real time operational information and the agreement to establish an **Accredited Contact Points Network** for the formal and sustained sharing of immigration data and intelligence products.

Prioritising Research

PIDC prioritises research to strengthen Members' capacity to make effective decisions and during the reporting period: (a) completed research on **Labour Mobility in the Pacific** to provide initiatives to guide PIDC discussions on how to best support regional interventions and (b) secured funding in partnership with the EU-ACP Migration Action to undertake baseline research on Trafficking in Persons and smuggling of Migrants in the Pacific.

In-Country Policy and Legislation Technical Assistance

During the reporting period, as part of the **PIDC Legislation Review Programme**, PIDC provided in-country technical assistance to support the Republic of the Marshall Islands, Samoa, and Tuvalu review immigration legislation gaps and develop drafting instructions for possible legislation amendments; and with the support of the Pacific Islands Forum Secretariat, supported the drafting of Amending Immigration Legislation for Republic of the Marshall Islands.

Key Activities for 2017 - 2018



Regional Collaboration and Engagement

In recognition of its regional role as a primary focal point for immigration issues, PIDC: (a) signed a Declaration of Partnership with key regional law enforcement partner agencies Oceania Customs Organisation and Pacific Islands Chiefs of Police to guide enhanced collaboration; and (b) continued to actively engage with regional and international partner organisations and participate in fora such as PLMAM and also developed advice to support discussions on: (i) Global Compact for Migration; and (ii) the Pacific Islands Forum Biketawa Plus Security Declaration.

Capacity Building and Training

PIDC continued to coordinate a number of regional capacity building and training initiatives by: (a) holding a regional meeting with immigration training service providers to develop a common PIDC curriculum and coordinate activities; (b) partnering with the Bali Process Regional Support Office to develop a programme to support Members develop national training programmes with associated training modules; (c) providing logistical support to Australia's Department of Home Affairs capacity building trainings on vessel search, investigations, and document examination; and (d) establishing several PIDC groups of networked officers with common key technical skills in: strategic leadership, data collection, labour mobility, standard operating procedures, passenger profiling, vessel search, and investigations;

Governance

Successfully organising three Board Meetings to provide oversight and completing PIDC's first external audit with a clear report.

³ PIFS, OCO, PTCN, PILON, FFA, UNODC, UNHCR, IOM, ACP-EU Migration Action, Bali Process RSO, Nansen Initiative and University of the South Pacific.

Key Activity Areas for 2017 – 2018 Financial Year³

KAA1: Policy and Legislative development

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

KAA2: 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.

KAA3: Advocacy, liaison and representation

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

KAA4: 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.



³ The 2017 Key Activity Areas (KAA) are based on the KAA contained in the 2016 – 2018 Strategic Plan. The next Annual Report will be based on KAA set out in the Revised PIDC Strategic Plan for 2019 – 2021.

Summary of Major Activities Undertaken in 2017 – 2018 Financial Year by Key Activity Area

KAA1: Policy and Legislative development

Members will have immigration policy and legislation that enables border integrity and immigration management that meets international obligations. Major activities undertaken by PIDC during the reporting period include:

- a) supporting real targeted immigration reforms at the national level through provision of three in-country technical assistance missions to review legislation gaps and develop drafting instructions for Republic of the Marshall Islands, Samoa, and Tuvalu;
- b) identifying Members' specific national development priorities to support the development of the 2018/2019 Annual Work Plan and Budget; and
- c) identifying Members' specific national development priorities to support the development of the 2019 – 2021 PIDC Strategic Plan and set of Long Term Strategic Objectives.

KAA2: 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. Major activities undertaken by PIDC during the reporting period include:

- a) developing a regional Memorandum of Arrangement to support sharing of immigration information amongst the PIDC Membership;
- b) formalising the PIDC Information and Intelligence Network and enhancing the law enforcement capacity of Members by looking to establish an Accredited Contact Points Network;
- c) establishing an informal network of trained immigration officers to undertake passenger profiling to strengthen border security;
- d) supporting the Information Sharing Working Group to strengthen PIDC information sharing processes by building Members' capacity to collect, analyse, share and use information to enhance border security measures;
- e) developing and introducing the PIDC Immigration data collection tool to strengthen Members' ability to collect and share data;
- f) supporting the development and dissemination of the PIDC monthly intelligence Bulletin and the provision of the PIDC Alerts system;
- g) securing funding through the ACP-EU Migration Action for baseline research to be undertaken on Trafficking in Persons and Smuggling of Migrants in the Pacific; and
- h) developing research and recommendations to guide the development of future PIDC interventions in national and regional labour mobility.

KAA3: Advocacy, liaison and representation

Members work in partnership with key national, regional and international agencies and forums to contribute to economic and social outcomes. Major activities undertaken by PIDC during the reporting period include:

- a) signing the regional law enforcement Declaration of Partnership with OCO and PICP to drive inter-agency collaboration;



Summary of Major Activities Undertaken in 2017 – 2018 Financial Year by Key Activity Area



- b) holding of the first Joint Board Meeting of Regional Law Enforcement Agencies in Brisbane to finalise draft text for the Declaration of Partnership;
- c) attending the Pacific Labour Mobility Annual Meeting for the first time to represent PIDC interests;
- d) developing regional immigration positions and priorities to support regional discussions on the Pacific Islands Forum Biketawa Plus Security Declaration;
- e) engaging with partner organisations such as PIFS, OCO, PTCN, PILON, FFA, UNODC, UNHCR, IOM, ACP-EU Migration Action, Bali Process RSO, Nansen Initiative and USP to advance mutual interests and objectives; and
- f) securing support from PIFS to provide legislative drafting technical assistance to PIDC Members.

KAA4: 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. Major activities undertaken by PIDC during the reporting period include:

- a) supporting the PIDC Board to develop a number of amendments to the PIDC Foundation documents as well as providing policy advice on communications, risk management, social media, Membership of CROP, and strategic engagement;
- b) providing logistical support to Australia's Department of Home Affairs capacity building trainings on vessel search, investigations, and document examination;
- c) providing support to Immigration New Zealand's PRIIP training;
- d) securing support from Bali Process Regional Support Office for the provision of a model training curriculum and a UNODC based trainer to support PIDC Members;
- e) continuing to strengthen PIDC capacity to support Members by developing a regional modernisation resources (regional standards, best practices, SOPs) in key immigration areas to be adapted as appropriate by Members to modernise and strengthen their structures and processes with two work shops coordinated in 2018 to develop:
 - a. Standard Operating Procedures and guidelines aligned to international standards and best practices for:
 - i. issuing of passports and visas;
 - ii. passenger processing at airports;
 - iii. passenger processing at seaports;
 - iv. immigration investigations and deportations;
 - v. managing cruise liners, criminal deportees and outlaw motorcycle gangs;
 - vi. managing foreign labour processing;
 - vii. profiling; and
 - viii. collection of agreed PIDC priority data.
 - b. national training curriculum with:
 - i. training modules for induction and basic level training;
 - ii. intermediate and advanced training pathways based on domestic priorities; and
 - iii. identified national experts to support domestic and regional training activities.
- f) developing PIDC groups of networked officers with common key technical skills in: strategic leadership, data collection, labour mobility, standard operating procedures, passenger profiling, vessel search, and investigations.

Summary of Major Activities Undertaken in 2017 – 2018 Financial Year by Key Activity Area

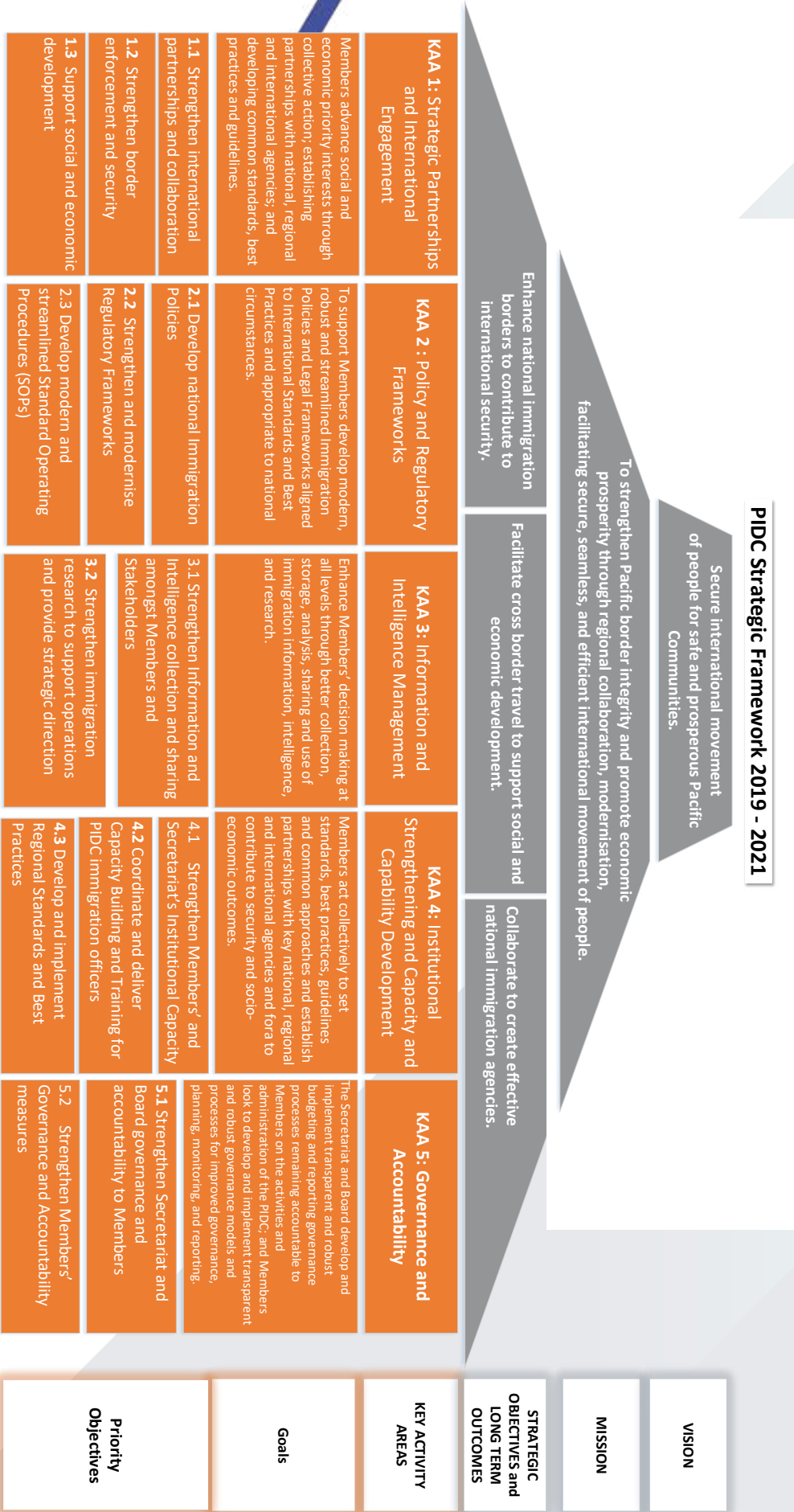
KAA5: Governance and Accountability

The Secretariat and the Management Board are accountable to Members for transparent budgeting and reporting on the activities and administration of the PIDC. Major activities undertaken by PIDC during the reporting period include:

- a) successfully completing PIDC’s first external audit with a clear report; and
- b) recruiting two new local staff (Research Assistant and Finance and Administrative Clerk) to support Secretariat activities.



PIDC Strategic Framework 2019 - 2021



KAA 1: POLICY AND LEGISLATIVE DEVELOPMENT



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

Priorities

For this financial year the main priority for this Key Activity Area was to encourage and work with selected Members to review and modernise their national immigration legislation building upon work undertaken by PIDC in 2016 and 2017 to update regionally endorsed standards and best practices contained in the PIDC Policy and Legislation Framework. The long term objective is for all PIDC Members to undertake the legislation review and modernisation process to strengthen and where possible standardise and streamline immigration provisions.

Summary of Progress and Achievements

The PIDC Secretariat and Members through the Policy and Legislation Modernisation Programme was able to:

- support three in-country technical assistance missions to review legislation gaps and develop formal drafting instructions for Republic of the Marshall Islands, Samoa, and Tuvalu;
- undertake with the support of the Pacific Islands Forum Secretariat one legislation drafting mission to assist the Republic of the Marshall Islands draft legislative amendments based on the drafting instructions; and
- confirm the participation of Solomon Islands, Kiribati and Tonga in the Policy and Legislation Modernisation Programme for the 2018 - 2020 Financial Year.

PIDC Legislation Review Programme

A critical role of the PIDC is supporting Pacific Island Countries and Territories to modernise and strengthen domestic immigration legislation aligning where appropriate national provisions to relevant regional and international standards and best practices.

In 2017/18, PIDC began facilitating in-country technical assistance through its Immigration Legislative Review and Modernisation Programme working with the Republic of the Marshall Islands from October 2017, Samoa in April 2018, and Tuvalu in May 2018 to review domestic legislation and develop legislative drafting instructions. Cook Islands also undertook a review of their immigration legislation through institutional support provided by Immigration New Zealand. While this support remains ongoing, Solomon Islands, Tonga and Kiribati have been scheduled to begin their national review processes in the next financial year.

A crucial driver of the programme has been maintaining national leadership and ownership of the entire review process. Participating countries have established national legislative review teams made up of a senior immigration officer (team leader), a senior officer of the Attorney General's Office, a PIDC Consultant, and a PIDC Secretariat officer to undertake and drive the activities. Consisting of three phases, the programme supports participating countries to: (a) review existing legislative frameworks to develop a set of legislative drafting instructions; (b) develop draft of amending legislative provisions based on the drafting instructions and subsequent Stakeholder Engagement; and (c) where necessary, develop aligned regulations to support the amending legislative provisions.

KAA 2: DATA COLLECTION, RESEARCH AND ANALYSIS AND INFORMATION EXCHANGE



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

Priorities

This activity has been one of the major areas of focus for PIDC. In addition to research, data collection and analysis being essential to improving national decision making processes at all levels, information exchange continues to form a critical part of enhancing PIDC collaboration to benefit all Members and partner agencies.

Summary of Progress and Achievements

Information Sharing and Exchange

- signed and endorsed a regional Memorandum of Arrangement to support sharing of immigration information amongst PIDC Members which included through the establishment of an Accredited Contact Points Network;
- formalised the PIDC Information and Intelligence Network Framework to map out structures, products and services operating to support PIDC information sharing;
- established an operational network of trained immigration officers to exchange real time information for passenger profiling purposes to strengthen border security;
- disseminated monthly PIDC Intelligence Bulletins and supported the PIDC Alerts system;
- supported two meetings of the Information Sharing Working Group in the Solomon Islands and Fiji to strengthen PIDC information sharing processes by building Members' capacity to collect, analyse, share and use information to enhance

- border security measures; and upgraded the website to allow for more secure sharing of information.

Data Collection

- developed with New Zealand a PIDC Immigration Enforcement Data Collection Tool to strengthen Members' ability to collect and share immigration enforcement data;
- hosted a one week regional workshop in Suva, Fiji to strengthen Data Collection processes for Members and inter alia supported the introduction of the PIDC Immigration Enforcement Data Collection Tool to Members; and
- confirmed two countries being Palau and Solomon Islands to work in partnership with the PIDC Secretariat to Pilot the introduction of the PIDC Immigration Enforcement Data Collection Tool.

Research

- finalised research with Mathew Gibbs and Dr Charlotte Bedford and developed recommendations to guide the development of future PIDC interventions on national and regional labour mobility; and
- analysed responses from Members for a number of questionnaires to develop common regional positions on specific issues.

KAA 2: DATA COLLECTION, RESEARCH AND ANALYSIS AND INFORMATION EXCHANGE

PIDC Memorandum of Arrangement for Information Sharing

The draft Memorandum of Arrangement for Information Sharing was developed and endorsed by Members at the 2018 Regular Annual Meeting to provide a framework to formalise processes and legalise information sharing between PIDC Members and law enforcement partner organisations. Drafted primarily by New Zealand immigration based on directions and input of Members, the Secretariat and the ISWG, the Arrangement provides a basis for information sharing, establishes National Contact Points to facilitate information sharing, and lists specific types of information to be shared.

The PIDC Regional Memorandum of Arrangement was signed by 13 Members at the 2018 Regular Annual Meeting (RAM) being Australia, Cooks Islands, Fiji, French Polynesia, Republic of the Marshall Islands, Nauru, New Caledonia & Wallis and Futuna, New Zealand, Palau, PNG, Samoa, and Solomon Islands. Vanuatu signed the Arrangement in September 2018 leaving only five Members yet to sign being Federated States of Micronesia, Kiribati, Niue, Tonga and Tuvalu.

Information Sharing Working Group

In 2016 PIDC Members and the Board agreed to establish the Information Sharing Working Group (ISWG) to strengthen information sharing chaired by the Secretariat consisting of

Australia, New Zealand, Fiji, and regional representatives Palau (Micronesia), Vanuatu (Melanesia), Samoa (Polynesia), and Tuvalu (Small Island States).

The working group met twice in November 2017 and April 2018 in Honiara and Suva respectively to advance activities endorsed by Members at the 2017 Regular Annual Meeting. Significant work activities undertaken by the ISWG for the reporting period include: (a) mapping out of the various activities and structures which form the current PIDC Information and Intelligence Sharing Framework; (b) the development of draft text for the regional Memorandum of Arrangement on Information Sharing that Members endorsed at the 2018 Regular Annual Meeting; (c) the development of a PIDC Border Enforcement Data Collection Tool to support national collection and analysis of key immigration data fields; (d) the development of a draft framework for the establishment of the PIDC Regional Accredited Contact Points Network to facilitate the secure sharing of information; (e) the development of a PIDC model information security classification system to allow for the exchange of sensitive information; (f) the establishment of an informal network of PIDC passenger profilers that have begun to share information to support border screening operations; and (g) provision of support for two regional PIDC Workshops on Data Collection and Passenger Profiling that resulted in key outcomes to guide future PIDC activities.



KAA 2: DATA COLLECTION, RESEARCH AND ANALYSIS AND INFORMATION EXCHANGE



PIDC Profiling Network

The 2018 PIDC Regular Annual Meeting endorsed the establishment of a Profiling Network to enhance national border operations and tasked the Information Sharing Working Group to advance formalities around this important grouping. As a result of a one week regional PIDC workshop on Passenger Profiling, the participants established an informal PIDC Profiling Network in May 2018 to share operational immigration enforcement information in real time using a commercially available mobile application. PIDC Members agreed to establish more formal structures and processes to support the Profiling Network to inter alia coordinate and drive the operational information sharing function and culture to strengthen primary line passenger processing throughout the region.

It is envisaged that this group will focus primarily on sharing operational information to support national border management activities. Some Members, due to staff numbers and available expertise, will select the representative for the profiling network to also be the National Contact Point under the Memorandum of Arrangement. To coordinate the activities of the Profiling Network, a Leadership Group selected from the network has been proposed. Meetings will be held online with one face to face meeting for the Leadership Group to discuss trends, threats, common indicators and possible campaigns.

The Secretariat has prepared a draft Profiling Network ToR which is to be cleared through the ISWG for the Board and Members to consider.

Data Collection Workshop

The Secretariat coordinated and facilitated a Data Collection Workshop in Suva, Fiji from 16-19 April 2018 with support from: Immigration New Zealand (INZ), New Zealand Statistics, Australian Border Force, United Nations Office on Drugs and Crime (UNODC), and the African Caribbean Pacific - European Union Migration Action through the International Organisation for Migration (ACP-EU/IOM). Attended by representatives of thirteen PIDC Members, the Workshop trained participants on the use of the PIDC Border Enforcement Data Collection Tool that could be used to collect, store, and analyse data allowing Members to strengthen their data management processes. With the support of specialists, the Workshop allowed each participant to map out their national data collection capacity, identify current limitations, and opportunities to improve.

In addition, the workshop allowed Members to hold discussions to guide the development of a regional Memorandum of Arrangement for Information Sharing and also consider the data needs of not only their organisations but their stakeholders as well. Some key issues discussed by participants include:

- (a) obtaining agreement on common immigration data sets to be recommended for collection by Members; (b) introduction to the importance of Immigration statistics and links to organisational and annual reporting; (c) agreement to begin collecting information using Excel Templates to inform PIDC Intelligence products (especially the annual PIDC report on irregular migration); (d) consideration of broader data sharing arrangements, such as, when to use APAN through the Pacific Transnational Crimes Network (for e.g. criminal deportee data); (e) a review of the framework for the proposed National Accredited Contact

KAA 2: DATA COLLECTION, RESEARCH AND ANALYSIS AND INFORMATION EXCHANGE

Points Network; and (f) a review of the PIDC Secretariat intelligence products to determine how they could be improved to better meet Members' needs.

Research

Annual PIDC Information Collection Plan

The annual PIDC People Smuggling, Human Trafficking and Irregular Migration Report is one of the key research products produced and disseminated widely by the PIDC Secretariat to Members and enforcement partners.

Unfortunately the last report was published in 2015 and put on hold due to the Secretariat shift from Suva to Apia. The Secretariat during the reporting period began collecting information for the 2017 Report which aims to publish at the end of 2018.

Pacific Islands Labour Mobility

Due to the growing PIDC focus on supporting economic growth in the region, labour mobility has become an increasingly important issue for the organisation. As countries continue to deepen engagement on foreign investment and labour mobility issues seeking to expand cooperation, PIDC Members have recognised the need to strategically develop more 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.

In 2017/18 the Secretariat coordinated the development of a PIDC publication authored by Mr Mathew Gibbs and Dr Charlotte Bedford on *Labour Mobility in the Pacific Region* which: (a) provided an overview of labour mobility schemes that PICTs are presently participating in; (b) examined the roles that PIDC immigration agencies currently play in labour mobility schemes; and (c) assessed how these agencies may be impacted by future expansion of regional labour mobility opportunities. As a result of these discussions, participants then developed recommendations on how PIDC can best support its Members to facilitate their future engagement in labour mobility.

PIDC Website Upgrade

The PIDC website has gone through an upgrade to provide users with a more functional, streamlined, user-friendly and secure interface. The upgrade was focused on improving the functionality of the website to provide improved and more secure services to Members and also to project a more modern and revitalised image of the organisation symbolising its transformation into a legal entity. In general, there are a number of improvements to the website making it easier to navigate with better linking and also providing more secure forms of communication between the Secretariat and Members.



KAA 3: ADVOCACY, LIAISON AND REPRESENTATION



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

Priorities

The key priorities have included raising awareness of PIDC's activities and strengthening collaboration and coordination between Members and partner organisations to ensure activities are aligned with regional priorities and leverage off resources available from regional partners to maximise use of resources and minimise duplication.

Summary of Progress and Achievements

During the reporting period PIDC:

- engaged with partner organisations such as PIFS, OCO, PTCN, PILON, FFA, UNODC, UNHCR, IOM, ACP-EU Migration Action, Bali Process RSO, Nansen Initiative and USP to advance mutual interests and objectives;
- developed and signed with PICP and OCO a regional Declaration of Partnership to enhance collaboration between the three regional organisations;
- attended and supported the Pacific Labour Mobility Annual Meeting for the first time to represent PIDC interests and advance PACER Plus objectives;
- held the first Joint Board Meeting of Regional Law Enforcement Agencies (PIDC, OCO and PICP) in Brisbane to coordinate future activities;
- hosted and supported a regional workshop on labour mobility to support the development of recommendations to guide future PIDC activities in this area.
- developing regional immigration positions and priorities to support international discussions on the:
 - Global Compact for Migration; and the
 - Pacific Islands Forum Biketawa Plus Security Declaration;
- developing a draft PIDC Strategic Plan for 2019-2021 and a set of Long Term Strategic Objectives; and

- securing funding through the ACP-EU Migration Action for baseline research to be undertaken on Trafficking in Persons and smuggling of Migrants in the Pacific.

Stakeholder Engagement

Stakeholder engagement is critical to advancing PIDC objectives and aligning PIDC activities with those of the wider law enforcement and Pacific Island community as well. The Secretariat maintains regular contact with its regional partner organisations such as OCO, PIFS, PICP, and PILON and supported their annual conferences in 2017/18 to identify common issues and explore possible joint responses. As part of this engagement, the Secretariat:

- met with OCO and PICP at the first Joint Board Meeting of Regional Law Enforcement Agencies in Brisbane which resulted in agreement for the proposed Memorandum of Partnership to enhance collaboration among the organisations which will be presented to Members at the Regular Annual Meeting for their endorsement;
- hosted Mr James Movick, the Director General of the Forum Fisheries Agency in the lead up to the Pacific Islands Forum held in Apia, Samoa resulting in the Secretariat securing an invitation to visit the Pacific Islands Regional Fisheries Surveillance Centre;
- coordinated the development of a PIDC Statement supported by the majority of Members⁴ which was presented to the UN Global Compact for safe, orderly and regular migration at the Regional Preparatory Meeting in Bangkok, Thailand to highlight the interests and priorities of the PIDC Membership;

⁴ Australia abstained from supporting the final statement due to certain issues raised as part of the Global Compact discussions.

KAA 3: ADVOCACY, LIAISON AND REPRESENTATION

- d) hosted a representative from the Pacific Islands Forum Secretariat to discuss priority security issues in the development of a Biketawa Plus Declaration as called for by Forum Leaders;
- e) met with a representative of USP to develop possible proposal for the provision of accredited training and academic courses for PIDC;
- f) engaged with representatives of IOM to advance several activities including the provision of possible technical assistance for the development of a regional automated border management system;
- g) secured funding from the ACP-EU Migration Action to undertake research on data collection processes related to people smuggling and trafficking in persons;
- h) held a number of bilateral meetings with representatives of the PIDC Donor and Host countries and held teleconference and face to face meetings with representatives of partner organisations such as PILON, PTCN, UNODC, UNHCR, ACP-EU, Nansen, USP, and IOM; and
 - i) represented PIDC interests through:
 - (i) participating for the first time at the Pacific Labour Mobility Annual Meeting hosted by Australia in November 2017 to explore how PIDC can contribute to regional labour mobility initiatives; and
 - (ii) participating at UNHCR's Ninetieth Refugee Law Course.

PIDC Workshop on Labour Mobility

The Secretariat with the support of the Pacific Islands Forum Secretariat (PIFS) hosted a Workshop on Labour Mobility in Suva, Fiji from 2 – 4 October 2017. Attended by twenty-three participants from thirteen PIDC Members and partner organisations, the Workshop allowed PIDC Members to enhance their understanding of the national and regional economic importance of Labour Mobility to the development of PICTs and the vital roles played by immigration departments in supporting aspects of labour mobility policies and schemes. Seasonal worker schemes for both Australia and New Zealand were examined with representatives of a participating Samoan Community present to share their experiences on how the scheme benefited both their families and wider communities.

A key part of discussions was a review of a draft PIDC research publication on Labour Mobility in the Pacific Region and the development of a set of recommendations on how PIDC could better support labour mobility initiatives for PIDC Members to consider. In support of these activities and in recognition of vulnerabilities faced by Smaller Island States (SIS), the Immigration officials also held a side event meeting chaired by the PIFS to advance the regional agenda set by SIS Leaders in September 2017.



KAA 4: BUILDING EXPERTISE 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.

Priorities

Since PIDC held a training needs analysis of PIDC Members in early 2017, the Secretariat has sought to support Members build capability in three key areas. Firstly, it has sought to support Members develop a model curriculum to assist in establishing national training programmes with training modules. Secondly, it has continued to coordinate training activities prioritised by Members and support capacity building initiatives provided by Members (IBCP and PRIIP) and partner organisations. Thirdly, PIDC has focused on providing training in key activities such as leadership, data collection, intelligence and operational passenger profiling, and managing labour mobility.

Summary of Progress and Achievements

During the reporting period PIDC:

- a) continued to strengthen PIDC capacity to support Members by developing a regional modernisation toolbox of regional standards, best practices, and resources in key immigration areas to be adapted as appropriate by Members to modernise and strengthen their structures and processes;
- b) coordinated and supported workshops and activities to:
 - i. advance development of Standard Operating Procedures and guidelines aligned to

international standards and best practices for:

- (i) issuing of passports and visas;
- (ii) passenger processing at airports and seaports;
- (iii) immigration investigations and deportations;
- (iv) managing cruise liners, criminal deportees and outlaw motorcycle gangs; and
- (v) foreign labour visa processing and compliance procedures.

- ii. introduce operational passenger profiling skills;
- iii. strengthen skills to collect priority national and regional PIDC data; and
- iv. develop national training curriculum with:

- 1. training modules for induction and basic level training;
- 2. intermediate and advanced training pathways based on domestic priorities; and
- 3. identified national experts to support domestic and regional training activities.

- c) developed PIDC groups of networked officers with common technical skills in: strategic leadership, data collection, labour mobility, standard operating procedures, passenger profiling, vessel search, and investigations; and
- d) was able to secure the kind support of the Bali Process Regional Support Office for the provision of a set of training modules and also for the services of a trainer to assist PIDC Members develop national training programmes.

KAA 4: BUILDING EXPERTISE AND SHARING KNOWLEDGE AND EXPERTISE

Training Curriculum Workshop

The Secretariat coordinated and facilitated the Training Curriculum Workshop in Apia, Samoa from 30 April-2 May 2018. Attended by fifteen participants representing the PIDC Membership and partner organisations, the workshop mapped out a range of existing training tools and resources used by immigration agencies and attending partner organisations. The objective of the workshop was to bring together training experts and Member representatives to develop and strengthen Members' collective and individual capability, to develop or strengthen as appropriate a structured training programme for immigration officers.

Based on very constructive discussions, participants worked to: (a) develop a Model Pacific Islands Immigration training curriculum relevant to the Pacific environment to be adapted as required by Members according to national circumstances; (b) network, share, and cooperate on possible training modules and academically accredited programmes that could be developed or made available to Pacific Islands Countries and Territories (PICTs); and (c) identify alternative training platforms such as utilising online and mobile technology and emphasising the importance of mentoring through train the trainer and centres of excellence programmes.

The participants agreed to recommend the establishment of: (a) a Pacific Islands Immigration Training Working Group to develop and identify local training gaps; and (b) a regional coordinating body to guide discussions, coordinate initiatives, and complement activities of current immigration training providers. The participants also

recommended the establishment of an agreed training platform to provide training content to all PIDC and supported the current PIDC approach for delivery of training.

Based on these discussions PIDC was able to obtain the support of the Bali Process Regional Support Office for the provision of: (a) training modules to support PIDC Members develop training programmes at the national level; and (b) a trainer to provide national support to PIDC Members.

PIDC Seminar for Development of Regional Model Standard Operating Procedures

The Secretariat hosted a Seminar to develop Regional Model Standard Operating Procedures in Port Vila, Vanuatu from 13 - 17 November 2017. Attended by representatives of fourteen PIDC Member States including several Directors of Immigration. The Seminar sought to strengthen regional efforts to secure borders and better facilitate legitimate travel by collaboratively developing a robust, modern, and streamlined set of model SOPs. With the support of regional immigration specialists, participants developed a PIDC guiding resource aligned to international and regional best practices for Members to adapt as required taking into account national circumstances when developing national immigration SOPs.

The Seminar identified a number of best practices to provide additional and innovative approaches to immigration activities with participants identifying possible processes to form the core of model immigration SOPs for:

- issuing passports and visas;

KAA 4: BUILDING EXPERTISE AND SHARING KNOWLEDGE AND EXPERTISE



- passenger processing at airports and seaports;
- immigration investigations and deportations; and
- managing cruise liners, criminal deportees and outlaw motorcycle gangs.

In their discussions, participants acknowledged the importance of maintaining flexible and updated SOPs utilising innovation and technology to develop future proof immigration processes and interventions. Participants strongly encouraged Members that had yet to develop national SOPs to adapt the Regional Model SOPs as appropriate with national circumstances and requested the Secretariat to engage with larger PIDC administrations and partner law enforcement organisations to provide technical assistance and support for the adaption of SOPs where required.

Advanced Executive Leadership and Management Training

The Secretariat completed its second Executive Leadership and Management Training at the PIDC Secretariat Office in Apia from 06-09 March 2018. Twelve participants from PIDC Member immigration agencies from nine countries (Fiji, FSM, Cook Islands, Kiribati, Samoa, Solomon Islands, Tuvalu, Palau, and French Polynesia) were represented at this training programme including several Immigration Directors.

The Training sought to provide leadership and management skills essential for developing vibrant, modern and transparent organisations that continually improve and adapt processes to meet the evolving changing needs of their customers and stakeholders. Participants at the workshop agreed that (a) strategic and strong leadership was essential for the current and future success of PIDC Members' operations;

(b) effective decision makers required relevant information to be readily available on national, regional, and global immigration issues, trends and developments; and (c) PIDC Members need to mainstream migration issues and elevate discussions regarding immigration policy to ensure that agencies could be supported appropriately by Government and stakeholders.

Training was provided by the Personal Efficiency Programme (PEP) on enhancing and streamlining work flow and planning using simple processes and readily available technology. Significant gains were reported by participants in terms of time saved and efficiency gained daily with performance monitored against six key criteria being efficiency, effective use of time, prioritisation, effective use of environment and tools, organisational engagement, and reduced stress.

Three surveys were undertaken (assessing the level of sustainability of PEP behaviours before PEP, immediately after PEP, and two months post PEP) and the results were very positive with feedback from participants identifying significant gains made across all 6 key results criteria. This resulted in an approximately 30% improvement in productivity being achieved from the PEP training as reported by the participants. This equated to an additional 3 hours per person per day of time saved through more efficient and effective work behaviours that could be refocused into other high priority planned work. A significant part of the training was the follow up monitoring and the maintaining of trained behaviour two months after the training.



KAA 4: BUILDING EXPERTISE AND SHARING KNOWLEDGE AND EXPERTISE

Passenger Profiling Workshop

The Secretariat and Australia Department of Home Affairs coordinated and facilitated a Passenger Profiling Workshop with support from Immigration New Zealand (INZ) in Nadi, Fiji from 14 – 18 May 2018. Attended by nineteen participants representing fourteen PIDC Member States, the Workshop sought to support Members in strengthening their border security operations by mapping out actions required to introduce profiling as a means to improve actual filtering and targeting at the border. Crucial in the training was ensuring participants were aware of how information and intelligence sharing is key to effective decision making and the critical need for relevant information to be made available to front line border officers.

The specific objective of the training workshop was to strengthen Members' collective and individual capability to undertake profiling by: (a) developing profiling skills for participating immigration officers; (b) establishing a regional profiling group/ network of practitioners for PIDC; (c) identifying latest profiling trends and indicators in border control activities and operations; (d) identifying information and intelligence sources to be used to develop and support national and regional profiles; and (e) developing agreed recommendations on possible ways forward for Members to consider at the 2018 PIDC Regular Annual Meeting in June.

Key areas of work resulting from this workshop was recognition that there was a need: (a) to develop a regional profiling group to drive the sharing of information; and (b) for all Members to introduce a profiling function at the national level appropriate to their staffing levels and operational environment.



KAA 5: GOVERNANCE AND ACCOUNTABILITY



Objective:

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

Priorities

The main priorities for PIDC was to ensure that adequate support was provided to the Board and the external auditor to ensure that the organisation was run in a transparent and accountable manner.

Progress and Achievements

- a) attained a second unqualified opinion for its external audit;
- b) made several amendments to the PIDC Foundation documents to resolve Constitutional issues, and ensure processes remained updated, streamlined and transparent;
- c) ensured that participants at PIDC regional activities were provided the opportunity to evaluate the effectiveness of the activities;
- d) successfully hosted a Regular Annual Meeting in Fiji;
- e) launched an upgraded website;
- f) launched the new name of the organisation; and
- g) successfully hosted three Board meetings to provide adequate oversight to Secretariat activities.

Evaluation of Regional Workshops/ Trainings

The Secretariat, in measuring workshop and training effectiveness, relevance of the subject matter discussed and the usefulness of the workshop undertook feedback exercises through evaluation forms.

Based on feedback provided, a number of Participants advised that they had committed to undertaking national activities based on learnings from the workshops and the Secretariat in several instances has been requested to provide additional support at the national level to assist with data collection, passenger profiling, and the development of a training curriculum and training modules.

General Administration

The Secretariat continued to provide logistical and administrative support to the PIDC Board and regional activities to ensure the successful delivery of its 2017/18 Annual Work Plan and Budget. Key activities undertaken included: (a) successful recruitment in February 2018 of the Finance and Administrative Clerk (Ms. Ruta Tupuivao) and Research Assistant (Ms. Leata Faitua); (b) the completion of the 2017/18 financial audit; (c) the completion of the PIDC website upgrade; (d) the running of internal control check list reviews; and (e) reviewing changes to the PIDC Foundation Documents as proposed by Members

KAA5: GOVERNANCE AND ACCOUNTABILITY

PIDC Foundation Documents

There are 5 PIDC foundation documents (Memorandum of Understanding, Constitution, Rules of Procedure, Financial Regulations, and Employee Regulations) which regulate and guide PIDC operations. As part of its normal functions, the Board and Secretariat continue to review these documents on a regular basis to improve the organisation's efficiency and ensure that they remain relevant to the organisation's operational environment as a legal and independent entity.

The Board, in its 2017/18 meetings approved a number of amendments to these Foundation documents based on decisions made by Members at the 2018 Regular Annual Meeting, and recommendations made by the PIDC Board Committees or the Secretariat. These amendments include the adoption of the new PIDC name and the expansion of PIDC SIS category to reflect existing regional norms.

External Auditor

The formal audit for the 2017/18 Financial Year has been completed. The opinion expressed by the auditors for the financial audit was an unqualified one meaning that all expenses and revenue were correctly recorded for the year.

Board Meetings and Annual Conference

The Secretariat continued to coordinate and provide logistical support to PIDC Board meet-

ings to ensure adequate and informed oversight of Secretariat activities. The Secretariat remains committed to facilitating these important meetings and continued to review its processes and procedures to ensure that the Board meetings and conferences were held successfully.

For 2017/18, the Secretariat supported:

- Board meeting One in the Republic of the Marshall Islands on 17 – 19 November 2017;
- Board meeting Two in Cook Islands on 26 – 28 March 2018; and
- Board meeting Three in Fiji on 25 June 2018.

In preparation for the 2018 Regular Annual Meeting, the Secretariat worked with Fiji's Department of Immigration as Incoming Chair to make appropriate arrangements and preparations. The Board welcomed the 2018 conference theme on "Climate Change and Migration" proposed by Fiji and supported the Regular Annual Meeting held from 26 - 28 June 2018 including the Board Meeting on 25 June.



Financial Statement

Statement of Comprehensive Income

Pacific Immigration Development Community
For the year ended 30 June 2018

	NOTES	2018	2017
Income			
Donor contribution - Australia	4	1,217,235	932,574
Donor contribution - New Zealand Immigration	5	347,728	940,198
Donor contribution - New Zealand MFAT	6	734,166	-
Member contributions	7	99,180	85,233
Member contributions - prior years	8	4,693	15,386
Host country support	9	87,399	80,777
Total Income		2,490,401	2,054,168
Expenses			
Advertising		-	(2,457)
Bank fees & charges		(2,499)	(1,492)
Cleaning contracts		(2,554)	(2,663)
Communication costs		(25,341)	(15,344)
Consultant		(94,802)	(80,337)
Depreciation expense	14	(34,507)	(16,553)
Employee remuneration		(582,547)	(530,788)
Equipment leasing/rental		-	(1,200)
Event costs		(30,553)	(24,333)
Freight, courier & postage		(120)	(5,256)
ICT expense		(33,890)	(9,175)
Insurance		(34,296)	(32,354)
Interpreter services		(5,073)	(2,434)
Minor equip repairs & maintenance		(2,120)	-
Minor equipment & furniture		(10,356)	(35,183)
Minor software purchases		(3,753)	(7,440)
Other professional services		(65,073)	(24,260)
Office consumables		(4,958)	(50,401)
Property costs		(62,949)	(78,948)
Provision for doubtful accounts	13	-	(29,264)
Publishing and printing		(8,387)	(27,674)
Recruitment and repatriation expenses		(5,361)	(42,453)
Staff training course		(1,280)	(23,641)
Travel costs		(1,360,590)	(995,762)
Utilities		(24,335)	(17,623)
Total Expenses		(2,395,343)	(2,057,033)
Surplus (Deficit)		95,058	(2,865)
Realised exchange currency			
Realised currency (losses)/gains		(133,436)	2,865
Net deficit		(38,378)	-

Financial Statement

Statement of Financial Position

Pacific Immigration Development Community

As at 30 June 2018

	NOTES	30 JUN 2018	30 JUN 2017
Assets			
Current Assets			
Cash and cash equivalents	12	152,714	321,427
Receivables and prepayment	13	335,460	384,517
Total Current Assets		488,174	705,944
Non-Current Assets			
Property, plant and equipment	14	136,866	169,106
Total Non-Current Assets		136,866	169,106
Total Assets		625,040	875,050
Liabilities and Equity			
Liabilities			
Current Liabilities			
Payables and other liabilities	15	493,546	396,943
Deferred income	4	-	308,235
Total Current Liabilities		493,546	705,178
Total Liabilities		493,546	705,178
Contributed equity			
Members contribution fund	17	169,872	169,872
General fund		(38,378)	-
Total Contributed equity		131,494	169,872
Total Liabilities and Equity		625,040	875,050

Statement of Changes in Equity

Pacific Immigration Development Community

For the year ended 30 June 2018

	NOTES	2018	2017
Equity			
Opening Balance		169,872	-
Increases			
Members contribution fund	17	-	169,872
Total Increases		-	169,872
Decreases			
Net loss for the period		38,378	-
Total Decreases		38,378	-
Total Equity		131,494	169,872

Financial Statement

Statement of Cash Flows

Pacific Immigration Development Community

For the year ended 30 June 2018

	NOTES	2018	2017
Cash Flows from Operating Activities			
Cash receipts from donors and members		2,250,191	1,962,733
Payments to suppliers and employees		(2,411,710)	(1,632,019)
Total Cash Flows from Operating Activities		(161,519)	330,714
Cash Flows from Investing Activities			
Payment for property, plant and equipment		(8,768)	(179,159)
Total Cash Flows from Investing Activities		(8,768)	(179,159)
Cash Flows from Financing Activities			
Subs in advance		1,574	-
Members contribution fund	17	-	169,872
Total Cash Flows from Financing Activities		1,574	169,872
Net Cash Flows		(168,713)	321,427
Cash Balances			
Opening cash balance	12	321,427	-
Closing cash balance	12	152,714	321,427
Movement in cash		(168,713)	321,427

PIDC Labour Mobility Workshop



PIDC 2018 Regular Annual Meeting



PIDC Information Sharing Working Group



PIDC Executive Management Training



PIDC Data Collection Workshop



PIDC Training Curriculum Workshop



PIDC Profiling Workshop



PIDC Standard Operating Procedures Workshop





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