



---

**Agenda item 5:        Secretariat Report**

---

**Recommendation**

The PIDC Regular Annual Meeting is invited to **note** and **endorse** the Secretariat Report.

---

**Purpose**

1.     The purpose of this report is to provide an update of major events and activities undertaken by the Secretariat since the last Regular Annual Meeting in July 2016 to implement PIDC objectives and the 2016 - 2017 Annual Work Plan noting specific challenges faced.

**Background**

2.     The reporting period is from the end of July 2016 to mid-June 2017 which is approximately a period of eleven months.

3.     For the reporting period, the Secretariat has had to facilitate a number of varied tasks requiring the Secretariat staff to focus on: physically relocating and establishing office and homes in Apia, developing governance processes to operationalise certain parts of the PIDC Foundation documents; and also look to implement the revised PIDC Work Plan. In spite of these competing priorities, the Secretariat, with significant support from the Board and Donors has been able to:

- (a) organise a one week regional workshop on Executive Leadership and Management for senior PIDC officers;
- (b) provide logistical support to three one week RSDP activities in Fiji and Australia;
- (c) coordinate and facilitate the PIDC change of name process with Members;
- (d) lead a review of the PIDC Model Policy and Legislative Framework beginning with a one week sub-regional workshop in Apia;
- (e) organise two meetings of the PIDC Information Sharing Working Group in Auckland and Apia and assist in preparing a draft report and recommendations;
- (f) relaunch the PIDC Newsletter, monthly intelligence Bulletin and support Members through the PIDC Alerts system;
- (g) provide logistical and technical support to two PIDC Board meetings and their associated Sub- Committee meetings;
- (h) support an advocacy programme allowing the Head of Secretariat to actively engage with key Stakeholders<sup>1</sup> over the first six months of employment;

---

<sup>1</sup> OCO, PICP, PIFS, FFA, IOM, ILO, Bali Process, EU, DIBP, INZ, PTCN, PILON, UNHCR, UNODC and

- (i) coordinate research currently being undertaken on Labour Mobility and data for the People Smuggling, Human Trafficking and Irregular Migration Report; and
- (j) complete a PIDC Training Needs Analysis to provide baseline information regarding Members' training needs and priorities.

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

5. Now that this significant task has been completed, it is time for the organisation to look to the future. Collectively, PIDC will need to agree what that future should look like and develop strategic steps on how it can be achieved. As such, the next twelve months will be an essential time for PIDC to focus on potential areas of growth, strengths, threats and innovative solutions that can enhance Members' service to their communities.

## **1.0 Pacific Immigration Directors' Conference Secretariat Report**

This Secretariat report describes the key activities undertaken to advance PIDC objectives and implement the revised 2016/ 17 Work Plan since the 19<sup>th</sup> PIDC Regular Annual Meeting in the Republic of the Marshall Islands. It provides an initial summary of activities, a discussion of the activities undertaken during the Secretariat relocation; and then discusses the main activities in light of their outputs under the Results Management Suite that was endorsed at the 19<sup>th</sup> PIDC Regular Annual Meeting last year.

## **2.0 Summary of Activities**

Since the 2016 PIDC Regular Annual Meeting, it has been a very busy period for the Secretariat. Over the past eleven months, in addition to the 'normal' work required of a regional Secretariat of an organisation made up of Nineteen Member Countries and Territories, the Secretariat has had to:

- close its office in Fiji on 1 August 2016, two weeks after the end of the 2016 Regular Annual Meeting;
- arrange for the shipment of Secretariat documents, artefacts and assorted equipment from Suva to Apia;
- establish operations in Apia on 8 August 2016 one week after office closure;
- organise with a construction company and architect to construct the Secretariat offices;
- finalise employment contracts, taxes and related issues;
- establish banking systems to access funds; and most importantly
- arrange for the safe relocation of staff and families.

In terms of normal work, in addition to working with the Board and the Transition Project Manager and Financial Consultant to establish and implement appropriate governance processes aligned to the PIDC Foundation documents, the Secretariat has also been able to:

- (a) organise a one week regional workshop on Executive Leadership and Management for senior PIDC officers;
- (b) provide logistical support to three one week RSDP activities in Fiji and Australia;
- (c) coordinate and facilitate the change of name process with Members;
- (d) lead a review of the PIDC Model Policy and Legislative Framework beginning with a one week sub-regional workshop in Apia;
- (e) organise two meetings of the PIDC Information Sharing Working Group in Auckland and Apia and assist in preparing a draft report and recommendations;
- (f) relaunch the PIDC Newsletter, monthly intelligence Bulletin and support Members through the PIDC Alerts system;
- (g) provide logistical and technical support to two PIDC Board meetings and their associated Sub- Committee meetings; and

- (h) support an advocacy programme allowing the Head of Secretariat to actively engage with key Stakeholders<sup>2</sup> over the first six months of employment.

### **3.0 Office Relocation**

#### **3.11 Office Closure**

Following the 2015 PIDC Regular Annual Meeting endorsing the relocation of the PIDC Headquarters to Samoa with assurances of Samoa's support and commitment to progressing the formalisation of PIDC's legal entity status under a Headquarters agreement in Samoa, the Board approved to close the Secretariat Office in July 2016 and open a new PIDC Secretariat office in Samoa in August 2016. Given the complexity of uprooting an organisation that had been operating out of Fiji for about 20 years, the Secretariat established a number of phased activities and responsibilities to prepare the organisation for this process. Concerns were the resolution of contractual and financial issues with the landlord and service providers, ensuring the secure packaging and shipment of PIDC intellectual and physical property and the physical relocation of staff and their families to Apia.

The Secretariat on 13th June circulated official notification to all Fijian government stakeholders regarding the expected closure of the Office and the organisations acknowledgement and appreciation of all the support and commitment the Fijian government had provided to the Secretariat for the last 20 years. The Secretariat informed all service providers and wrapped up all financial obligations through the ongoing support of the Immigration New Zealand team in Suva.

The final activities for closing the office occurred upon the Secretariat's immediate return from the Regular Annual Meeting in Majuro from 26th July – 01 August. The Secretariat used this week to sort, scan, package and destroy where required documents, artefacts and equipment for shipment to Apia.

A highlight of this week involved the gifting of office equipment (including desks, chairs and printers) by the Secretariat on behalf of the PIDC Members to the Nakorotubu Primary School in the province of Ra which had suffered widespread destruction following Cyclone Winston. A traditional ceremony attended by the entire school community including students, teachers, parents and community members was accorded to the Secretariat before the signing of the handover documents outlining in detail all items that were accounted in the delivery. The community expressed their sincere appreciation for office equipment that was to be utilised by their staff and students.

#### **3.12 Establishing offices in Apia**

Following the closure of the Fiji office on 1 August 2016, the Secretariat began operations out of Apia Samoa one week later on 8 August with the addition of the newly appointed Head of Secretariat. The Secretariat was initially co-located with Samoa Immigration on Floor One of the FMFM II Building and was then allocated a vacant Cabinet Minister's office on Floor 4 of the same building for use until the new Secretariat office refit had been completed.

---

<sup>2</sup> OCO, PICP, PIFS, FFA, IOM, ILO, Bali Process, EU, DIBP, INZ, PTCN, PILON, UNHCR, UNODC and

Initial activities focused on getting the Secretariat operational in terms of office equipment, furniture and telephone and internet connectivity. During this phase Samoa Immigration was extremely helpful in supporting the Secretariat's activities. Once the bulk of these initial issues had been resolved, the Secretariat then focused on providing support to the review of various regulations and the development of various resources developed by the Transition and Finance Project Managers.

Secretariat officers during this time settled in well with families having identified possible suitable accommodation prior to their arrival in Apia. The officers were able to obtain medical, travel and accident insurance for themselves and families and were also able to obtain requisite visas as required.

### **3.13 Office Refit**

One of the initial tasks of the Secretariat was to continue efforts to establish a PIDC office. As part of the PIDC Headquarters Agreement the Government of Samoa was to provide a suitable space free of charge for three years that the Secretariat would refit with funds provided by the donors Australia and New Zealand. A Tender for construction works for the Secretariat office was advertised in October with the successful bidder undertaking renovations work in November. The Secretariat officially began to occupy the renovated office space at the Samoan Development Bank in late November 2016 with the Secretariat hosting its first regional PIDC activity only a few weeks later.

## **4.0 Change of PIDC Name**

As Members will recall one of the key issues arising out of the 2016 Regular Annual Meeting in the Republic of the Marshall Islands was for a change of name to PIDC. While the name had served the organisation well and was recognised by Stakeholders, it was felt that it failed to correctly portray that the organisation had a permanent Secretariat that worked to implement the Members' decisions. In response, the Board and Secretariat established a selection process and criteria for the selection of a name and an initial vote was held resulting in a split vote between two of the recommended names. While initially it had been intended for Members to decide on a name prior to the conference, it was felt that the most appropriate Pacific Way for making such an important decision was to resolve this through discussion.

## **5.0 Output One: A centre for advice, research, information-sharing and analysis on relevant immigration issues**

### **5.1 Policy and Legislative Development**

To support Members modernise and strengthen their immigration policies and legislation according to relevant international standards and best practices, PIDC developed a Regional Framework for Developing Immigration Policy and Legislation (the Framework) in 2010. The Framework provides a regional resource that allows Members to identify gaps in domestic

legislation setting out relevant sections and key provisions to help Members assess existing policies and legislation and provide a basis for the development of updated legislation.

To ensure the provisions of the Framework remained valid, in December 2016, the Secretariat hosted a PIDC Model Policy and Legislative Framework workshop in Samoa to update the model framework. The Workshop was facilitated by legal and policy experts from Immigration New Zealand and was attended by the Heads of Immigration from Polynesia (Cook Islands), Micronesia (Federated States of Micronesia), Small Island states (Tuvalu); legal and policy experts from Samoa; and the PIDC Secretariat. Unfortunately, Vanuatu, the representative for the Melanesian Sub-region, was forced to withdraw at the last minute.

Key provisions that were amended included the development of more detailed policy guidance especially in areas for managing labour mobility as well as discussions on development of provisions for managing threats caused by returning foreign terrorist fighters, cruise ships and criminal deportees ensuring these activities were coordinated with partner regional bodies. Significant contributions were also made by UNHCR as well as PIFS and UNODC through their 2016 Regional Model Bill on Counter Terrorism and Transnational Crime.

The Secretariat proposes to lead small teams to undertake this review work upon the request of Members with a key product being the development of Drafting Instructions to support the legislative drafting services offered by the Parliamentary Counsel of New Zealand. In 2016, Cook Islands, Tuvalu and the Republic of the Marshall Islands requested that the Secretariat support their national efforts to review their existing policy using the Revised Model Legislative Framework.

## **5.2 Research**

### *5.2.1 Annual PIDC Information Collection Plan*

The Secretariat is in the process of developing its regular PIDC People Smuggling, Human Trafficking and Irregular Migration Report and is awaiting responses to its 2016 annual survey questions disseminated earlier this year. Due to the various demands placed upon the Secretariat, the current limited staffing capacity and the delayed responses from Members, the information for 2016 and 2017 will be combined into one report to be published in 2017. The Secretariat continues to work with respective Members in undertaking its annual survey and is looking to assist Members in improving domestic capacity for collecting and compiling the required immigration information. Two key activities that the Secretariat is looking to pursue include: (a) building the capacity of Members to strengthen their data collection processes in areas of information required for the annual report (a regional workshop to strengthen national immigration data collection has been planned as part of the 2017/ 18 Annual Work Plan); and (b ) seeking to influence information and intelligence service providers to assist in developing national capacity and information products that are aligned to and support the regional PIDC information collection plan.

### **5.22 Research on 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. Short term and seasonal worker schemes as well as intra-regional labour mobility for high demand skilled labour such as medical officers, teachers and hospitality staff have provided significant economic benefits for all parties involved. As countries continue to deepen engagement on foreign investment and labour mobility issues seeking to expand cooperation, PIDC Members will need to strategically develop better streamlined policies and processes, and a better technical understanding of labour mobility schemes available both bilaterally and multilaterally (PACER Plus, PICTA, etc) to ensure that the maximum benefits from labour related migration can be fully achieved by their countries. To guide PIDC discussions on how Members can best contribute to, and benefit from national and regional labour mobility discussions, the Secretariat has begun coordinating research to determine key roles immigration agencies can play to support national activities across the region and how PIDC can best support. The research is scheduled for completion in August 2017.

### **5.3 PIDC Website**

When the Secretariat shifted to Apia it maintained the services of Digital Stream Ltd of New Zealand for the management of its website. After the initial relocation to Apia, the Secretariat was unable to update the website for a significant timeframe due to technical issues that were only identified through the contracting of an IT Consultant. With the website functionality restored, the Secretariat has been progressively updating the website content and continues to work towards improving the resources and information available for Members. A questionnaire disseminated by the PIDC Information Sharing Working Group sought further information from Members on the PIDC website content and valuable feedback was provided on key functions and services that they would like to see provided through the website. Emphasis has been placed on the updating of all PIDC documents and the Secretariat is currently in discussions with the service providers on options to upgrade the website in order to improve service to PIDC members.

### **5.4 Information and Intelligence management**

The PIDC Information and Intelligence Network plays a key role in supporting national border control activities of Members by providing information and intelligence products to enhance decision-making processes across all levels. For 2016 the main activities have included:

- a) the continuation of the Alerts System allowing for the rapid exchange of information on persons of interest and suspicious activities;
- b) the re-launch of the PIDC monthly immigration intelligence bulletin in September 2016 that had been suspended in the lead up to the Secretariat's relocation;
- c) the continuation of capacity building activities to strengthen intelligence amongst Members through the (INZ) Pacific Regional Immigration Identity and Intelligence Programme (PRIIP) training as well as the DIBP Regional Skills Development Programme (RSDP) Regional Intermediate Intelligence Training held in Suva; and
- d) the establishment of the PIDC Information Sharing Working Group that has developed a number of recommendations on how to enhance information sharing amongst Members.

#### *5.41 Information Exchange Facilitation amongst PIDC Members*

An important contribution of the Secretariat to supporting Members efforts to resolve border issues is its function as a 'First Point of Contact' to coordinate and facilitate the sharing of information connecting PIDC Members on operational and strategic issues. The Secretariat continues to receive information requests from Members on varying issues ranging from seeking contact details to circulating information throughout the Pacific.

As such the Secretariat has established an information registry to monitor the various information requests received by the Secretariat and it is anticipated that the popularity and use of this service will grow as PIDC continues to establish its profile in the region.

The Secretariat, with its regional immigration network continues to provide support to Members that are seeking:

- a) immigration related contact details (including regional and international law enforcement agencies);
- b) to communicate Alerts on persons of interest moving in the region;
- c) advice on regional/international support services on the movement of third country nationals through the region;
- d) information on subjects of interest for national purposes; and
- e) support of PIDC Members on the facilitation of deportation/removals transiting through Members respective jurisdictions.

#### *5.42 Information Sharing Working Group*

A crucial initiative undertaken by PIDC in 2016 with the potential for far reaching consequences has been the establishment of the Information Sharing Working Group to enhance information sharing among Members. In recognition of the growing threat of irregular migration and organised crime to the Pacific region, PIDC Members at the 2016 Regular Annual Meeting tasked the PIDC Secretariat to consider surveying Members or establishing a Working Group to identify information sharing capabilities and requirements, with the purpose of supporting the establishment of information sharing MoUs. In response to this direction by Members, the Board in its October 2016 meeting in Cook Islands agreed to establish a Working Group chaired by the Secretariat consisting of Australia, New Zealand, Fiji, and regional representatives Palau (Micronesia), Vanuatu (Melanesia), Samoa (requested by Cook Islands to represent Polynesia) and Tuvalu (Small Island States).

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

- a) developing a regional Memorandum of Understanding to provide a legal basis for the sharing of immigration information among PIDC Members;



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

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

#### *5.43 PIDC Immigration Intelligence Bulletin*

The Secretariat in mid-2016 had suspended the publication of the PIDC monthly intelligence bulletin as it prioritised activities for conference preparation and relocation due to limited staffing resources. In September 2016, the Secretariat restarted its intelligence reporting programme distributing alerts and coordinating and facilitating communication between immigration member agencies. The monthly Bulletin will continue to be a key part of PIDC's information sharing activities and to improve its effectiveness, the Secretariat was able to obtain valuable guidance on how the bulletin could be improved through Members' responses to the Information Sharing Working Group questionnaire.

The Secretariat notes that as usual the quality of the monthly bulletin depends largely upon the information provided by Members. As such, it looks forward to engaging with Members on how the collection of this data can be improved through the proposed regional workshop to strengthen data collection scheduled for the 2017/18 financial year.

#### *5.44 Newsletters*

The Secretariat issued only 1 newsletter publication in December 2016. Although the Secretariat intended to publish the newsletter on a quarterly basis, current limited staff capacity has meant a return to a biannual publication format. With the proposed recruitment of additional staff including a research assistant planned for the 2017/ 18 financial year, options for increasing the number of newsletters and other publications will be explored. The Secretariat continues to encourage Members to contribute to the publications by providing articles on immigration developments occurring in their respective jurisdictions. From discussions with Stakeholders the newsletter has a widespread following throughout the Pacific region, including the international communities in Asia and the American continent. The Secretariat continues to promote its use as a platform for the sharing of immigration knowledge in the form of national experiences, lessons and good practises that can benefit others in the region.

#### *5.5 PIDC Alerts System*

The Alerts System continues to show the effectiveness of the PIDC network. Members have expressed appreciation on the PIDC Alert system with its simplicity and effectiveness in

reaching out to targeted audiences in the PIDC membership. The Alerts continue to be used to alert PIDC members to subjects of interest for specific border control reasons. The Alerts are generally not distributed to the entire membership and are specifically developed for targeted audiences that members are seeking to communicate directly with. The Alert has generally been used for the movement of subjects of interest and in even some cases assisted members in the movement of Pacific islanders through the region. For example, in 2015, FSM rescued two drifting fisherman who had drifted from PNG without any travel documents and through the PIDC Alert system, an Alert was sent out to PNG with verbal information from the sailors on their PNG background. PNGICSA subsequently verified and confirmed their identity as PNG citizens and was able to provide emergency travel documentation for the fisherman. The Alert was also subsequently used to seek PIDC Members assistance in the facilitation of the returning sailors using emergency documents to pass through their borders on their return flight to PNG.

## **6.0 Output Two: A regional co-ordination point for immigration liaison, advocacy/representation and agenda setting**

### **6.1 Regional and International Engagement**

An important part of the Secretariat relocation has been promoting the new legal entity status as a means to renew and reinvigorate links with key stakeholders building on existing established relationships. These relationships allow the Secretariat to actively collaborate and share resources with partner organisations on common activities to better support the national activities of PIDC Members. As such, a key part of the Head of Secretariat's duties during his first six months of employment was to engage with donors and partner law enforcement organisations to familiarise himself with their common areas of interest, their organisational structures, objectives and planned activities.

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

In February 2017, the Secretariat coordinated a joint mission to American Samoa to explore possible support required for their reinstatement as part of the PIDC family. While discussions were positive as of two weeks ago, American Samoan Immigration however has not been able to provide a positive response in terms of seeking to sign the PIDC MoU required to return to full Membership.

The Secretariat will continue ensure PIDC interests are represented and advocated for at fora directly linked to the activities and objectives of PIDC such as OCO, PICP, UNODC, UNHCR, IOM, Bali Process, FFA and PIFS. Since the endorsement of an advocacy strategy in 2009, the

Secretariat has continued to increase the PIDC's profile regionally and internationally. This is evident in the number of forums that PIDC has now become a regular contributor to.

Some key activities that the Secretariat has participated in since the 2016 Regular Annual Meeting include:

#### *6.11 Forums/ workshops*

- (a) UNHCR Pacific Fiji National Protection Workshop – Fiji, August, 2016;
- (b) Head of Secretariat Induction programme – Australia and NZ, September 2016 (included meetings with representatives of PRIIP, INZ Intelligence, UNHCR, IOM, RSDP and AFP – PTCN).
- (c) Pacific Islands Chiefs of Police Annual Conference – French Polynesia, September 2016;
- (d) Meeting with Pacific Islands Forum Secretariat staff responsible for Trade and law enforcement, February 2017;
- (e) UNHCR First Pacific Regional Protection Workshop – Fiji, November 2016;
- (f) UNHCR Pacific Regional Protection Meeting – Fiji, November 2016;
- (g) UNODC 3rd VRS-MSRC Stakeholder Workshop on the Voluntary Reporting System on Migrant Smuggling and Related Conduct, November 2017
- (h) UNHCR Second Pacific Regional Protection Workshop – Australia, January 2017;
- (i) Meeting of Oceania Customs Organisation – Guam May 2017;
- (j) Participation at the UNODC/ PIFS meeting on law enforcement information exchange
- (k) Pacific Regional Maritime Domain Awareness workshop – Australia, April 2017
- (l) DIBP Pacific Intermediate Intelligence Workshop, Fiji, March 2017

#### *6.12 Bilateral Meetings*

- a) Meeting with the Australian Ambassador - Samoa, September 2016;
- b) Meeting with the New Zealand Ambassador - Samoa, September 2016;
- c) Meeting with Pacific Transnational Crime Coordination Centre Staff – Samoa, September 2016
- d) Meeting with regional representative of the United Nations Office on Drugs and Crime - French Polynesia, September 2016;
- e) Visit to PIDC Member French Polynesia Border Police, meeting with management team and tour of port and airport facilities – French Polynesia - September 2016;
- f) Meeting with the Head of PILON Secretariat – Samoa - January 2017;
- g) Meeting with NZ Immigration Advisors Authority – Samoan, January 2017
- h) Meeting with NZ Customs Pacific Training Rep – Samoa, February 2017
- i) National Press Conference to build the capacity of the Samoan media regarding the objectives, values and proposed activities of PIDC to allow for better reporting of the organisation's issues, March 2017.

### **7.0 Output Three: A programme of immigration capacity building**

The PIDC Training programme continues to be a core part of the Secretariat's work programme to coordinate and facilitate regional training programmes implemented by donors and partner organisations in key immigration areas while also seeking new training

opportunities for Members. For the reporting period, key activities undertaken under Output Three include:

- the completion of PIDC Training Needs Analysis (TNA) to identify areas requiring intervention and support by Donors and the Secretariat;
- the coordination of an inaugural Executive Leadership and Management Workshop in Apia;
- provision of support to RSDP trainings for immigration officers in ocean going pleasure craft vessel search (Sydney), intelligence (Suva) and Facial Image Comparison (Canberra);
- support for local immigration training sessions for NZ Immigration (PRIIP) and Customs (Samoa, Fiji); and
- support for capacity building activities provided through partner organisations such as UNHCR and UNODC.

As a way forward, to build upon the work of the TNA the Secretariat as part of its work plan for 2017/ 2018 plans to coordinate a sub-regional meeting of training and capacity building specialists from PIDC Members to: (a) compile a model immigration training curriculum; (b) assist in developing basic introductory training modules; (c) map out key intermediate and advanced skills required by immigration officers; (d) identify potential sources for these specialist trainings; and (e) review the potential for the development of a sustainable 'Train the Trainer' programme.

In terms of planned capacity building activities, in addition to continuing support for RSDP and PRIIP, the Secretariat has proposed several regional workshops to develop PIDC Officers skills around: (a) the development of simple databases to strengthen national and regional data collection efforts; (b) profiling and targeting to enhance border protection and sharing of information; and (c) executive leadership and management through a second regional workshop.

In addition, the Secretariat continues to engage with educational institutions around the region to determine the possibility of developing accredited training programmes in immigration specific areas. While options have been received regarding formal academic courses, the Secretariat will look to develop a detailed proposal based on a review of the recently completed TNA to guide future directions in this important area and costs of the academic institutions.

### **7.1 Training Needs Analysis**

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

Responses received from 13 Members<sup>3</sup> indicated a number of important common trends with most reporting that:

1. their organisations had been unable to fully develop immigration training programmes or establish structures to address training limitations and needs;
2. there were a number of key skill gap areas their organisations had no domestic capacity to fill, especially at the intermediate and advanced levels;
3. there was a heavy reliance on trainings offered through PIDC by the Secretariat and donor and partner law enforcement agencies;
4. while there had been national efforts to establish basic introductory training modules, the majority used “On the Job Training” skills training that was based on a ‘trial and error’ approach for many officers;
5. there was a need for intermediate and advanced training modules to boost a Member wide skills shortage at these levels;
6. There was a need for ‘train the trainer’ programmes to support their capacity building efforts.

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

## **7.2 Department of Immigration and Border Protection Regional Skills Development Programme**

### *7.21 Intelligence Foundation training programme*

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

### *7.22 Pleasure Craft Vessel Search*

The Secretariat supported DIBP in hosting an “International Craft Search Course” in Sydney in December 2016, which was attended by 5 immigration officers from the Federated States of

---

<sup>3</sup> The TNA survey questionnaire circulated to Members excluded Australia and New Zealand, as both countries had advanced formal training programmes. The national responses to the TNA questionnaire have been kept confidential only to be shared with the permission of the individual Members.

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

#### *7.23 Facial Image Comparison Assessment Training in Australia*

DIBP with the support of PIDC delivered a Facial Image Comparison Assessment Training in November 2016 in Canberra, Australia. The Training course provided participants with advanced skills in detecting imposters. The DIBP trainers were highly skilled and experienced in facial image comparison and imposter detection and guided participants through the duration of the course. Recent irregular people movement trends occurring in the region continue to highlight the increasing occurrence of imposter detection at a number of airports in the region. The detection of imposters requires specific skill sets and knowledge of facial image comparison between any travelling document and the presenting traveller.

#### *7.24 UNHCR Pacific Protection Learning Programme*

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

#### *7.25 Executive Leadership and Management Programme*

In May 2017, the Secretariat hosted the first PIDC Executive Leadership and Management Training to build the capacity of Member's current and emerging leaders to enhance the performance of Member administrations. Attended by senior officers with a number of Immigration Directors and facilitated by experienced trainers, key leadership and management skills, tools and resources were provided to Participants. The lessons learnt from this inaugural workshop will inform the development of a more comprehensive training and capacity building programme to establish a strong regional cadre of immigration leaders over the next few years.

### **8.0 Output Four: Governance processes are maintained and implemented transparently through annual audits**

#### **8.1 General Administration**

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

Key governance activities undertaken during the reporting period include:

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

## **8.2 PIDC Foundation Documents**

There are 5 foundation documents which had been approved by PIDC members at their Annual regular meeting in 2014 and continue to be reviewed for its applicability and relevance to PIDC's daily operations. The ongoing review continues to be undertaken to improve the organisation's efficiency and relevance to the changing environment, as PIDC continues to operate from and more importantly as a legal and independent entity. The 5 foundation documents include: Memorandum of Understanding, Constitution, Rules of Procedure, Financial Regulations and Employee Regulations.

The Board, in its October 2016 meeting, approved the updating of all relevant foundation documents as per Conference decisions on specific changes recommended by the Transition Project Manager, Financial Consultant, and Governance Sub-Committee. While these amendments have been made, the Regular Annual Meeting will be expected to discuss a number of issues at its June 2017 meeting that will require further amendments to the Foundation Documents in areas such as: (a) Board representation and voting; (b) organisational name and logo; and (c) repeal of a Rule on Membership Contributions.

## **8.3 Internal Audit Preview**

In response to discussions held at the October 2016 Board meeting and a request from the Secretariat, New Zealand agreed to support the Secretariat transition process by sending an expert internal auditor to undertake a preliminary review of the organisation's governance

processes. This activity was undertaken on the basis that the Secretariat was still in the process of operationalising a number of regulations that had just been developed and introduced over a very short period of time. Mr Bryan Fergusson, the Principal Internal Auditor from INZ, visited the Secretariat from 24 – 28 January and undertook a review of the Secretariat’s financial processes. A report was provided to the Board and Secretariat indicating the Secretariat’s compliance with the majority of Financial Regulations although several issues were raised for further discussion and were taken up by the Board at its February 2017 meeting.

#### **8.4 Financial Consultant Review**

On the recommendation of the Board, Financial Consultant, John Kyne’s contract was renewed. The new scope of work included: Implementation of Xero, End of Year reporting (including developing templates), general support, opening balance sheet set up/start-up capital, ensuring all invoicing for revenue owed is complete, Assistance with next years’ budget and invoicing schedule, provide assurance that SDR and tax issues are resolved and that key budget items are being managed

In May 2017, John travelled to the Secretariat for a three-day meeting to complete the above task. Meeting with newly appointed auditors to discuss the reporting and opening balances and going through the internal control check list were some of the major highlights. The SDR manual was also signed off. John was satisfied that although the manual wasn’t finalised, the guiding principals were used in the determination of SDR rates and Salary payments. Since John’s visit, the Secretariat has now fully implemented the financial software. During this period, John witnessed how the Secretariat was functioning and compiled a report of the same.

#### **8.5 External Auditor**

The PIDC Constitution requires the Secretariat to undertake an annual audit of accounts by an independent auditor appointed by the PIDC in consultation with the Principal Donors. In March, the Board reviewed tenders submitted by three reputable auditing firms in Samoa and selected BDO Samoa as the external auditor for PIDC. Given PIDC’s financial year will only conclude at the end of June, the audited accounts will be presented as part of the organisation’s formal annual report for Board endorsement at its first meeting for the 2017/18 financial year before circulation to Members.

#### **8.6 Board Meetings and Annual Conference**

The Secretariat continued to coordinate and provide logistical support to PIDC Board meetings to ensure adequate and informed oversight of Secretariat activities. The Secretariat remains committed to managing these regional meetings and continues to review its processes and procedures to ensure that the Board meetings and conferences are held successfully.

The two Board meetings successfully organized by the Secretariat include:

- Board meeting 1: 17 – 19 October 2016



- Board meeting 2: 28 February – 2 March 2017.

For the 2017 Regular Annual Meeting, the Secretariat has been collaborating with hosts New Zealand and their Samoan counterparts to organise the Agenda that was cleared through the Board in March 2017, and provide technical and logistical support to Members and Observers.