



Agenda item 6: PIDC Board Report

Proposed Recommendations

The PIDC Regular Annual Meeting is invited to **endorse** the 2016/17 PIDC Board Report.

Purpose

1. The PIDC Board seeks Members' endorsement of its report on the delivery of activities it implemented and monitored during their 2016/17 term.

Background

2. The Board plays a central role in the oversight and governance of the organisation. The PIDC Constitution requires the Board to act on behalf of the PIDC Membership to provide oversight of the day-to-day operational activities of the PIDC Secretariat, other Subsidiary Bodies and Sub-committees.

3. The 2016/17 Board undertook their role during a challenging and busy period of the organization's development as it had to lead the organization in closing the Secretariat Office in Fiji and opening its new Headquarters in Apia. At the same time the Board was required to guide the organisation to establish the Secretariat's operations out of Apia in addition to delivering its core services to the wider membership. The following provides a brief summary of the work undertaken by the Board during the 2016/17 business period.

Summary of 2016/17 Board activities

4. The first Board meeting was held in October 2016, the second in March 2017 and the third and final meeting taking place a day prior to the regular annual meeting (19 June 2017). The meetings were hosted in the Cook Islands, Palau and Samoa respectively.

5. The Secretariat, in its report (Agenda item 5) has provided a detailed insight into all the reported activities that have been undertaken by the organization during the 2016-17 business year. However, central to the delivery of these activities is the scrutiny and vetting role that has been regularly undertaken by the Board.

6. The Board has closely monitored the transition/relocation process working closely with the Secretariat especially around the areas of human resources and finances. The Human Resources, Risk & Audit and Governance sub-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 2016/17 business calendar year:

- Closure of Fiji Office
- Relocation of Secretariat staff from Fiji to Samoa
- Renovation and Refitting of new PIDC Office

- Internal audit review of the Secretariat
- Advocacy visit to American Samoa (former member)
- Review of 2016-18 Strategic Plan
- Alignment of Annual Work Plan to Results Management Suite
- Delivery of capacity building programmes for Members

Conclusion

7. The past twelve months has been challenging for PIDC given the rapid changes that the organisation has had to go through. With the obtaining of the organisation's legal entity status and the physical relocation of the PIDC Secretariat Office from Fiji to Samoa after 20 years of operation out of Suva, the Board has had to commit significant effort in supporting the Secretariat establish itself and begin its operations. A lot of lessons have been learnt and the organisation has emerged stronger and more prepared to meet future challenges and better support Member's efforts.

8. The Board is happy to advise that it continues to work together to meet its responsibilities and that good governance will continue to be the cornerstone of the PIDC family and the organisations values (*commitment, openness, family, teamwork, trust, respect integrity, rule of law and leadership*) has underpinned the Boards oversight activities since the last Regular Annual Meeting.

Annex A

2016/17 Board Meeting Communiques

1. Board Meeting No.1: Cook Islands 17–19 October 2016

The 33rd Board meeting of the Pacific Immigration Directors' Conference (PIDC), was convened in Rarotonga, Cook Islands from 17 – 19 October 2016 and attended by representatives from Republic of the Marshall Islands (Chair), New Zealand (Vice Chair) Australia (Donor), Cook Islands (Polynesia), Palau (Micronesia), Tuvalu (Small Island States) and Samoa (Host Country for Secretariat) with Vanuatu, the representative for Melanesia, unable to attend at the last minute due to circumstances beyond their control.

As the Board's first meeting since the Secretariat's relocation from Fiji to Samoa in August 2016, the primary focus was to finalise remaining transition and policy document matters so that the organisation could begin resetting its focus to more strategic and outward looking issues to best position the organisation moving forward.

OPENING

The meeting was opened with a prayer before the Secretary of Foreign Affairs and Immigration Ms Tapaeru Hermann welcomed Board Members to the Cook Islands for its first PIDC Board meeting for 2016/17. As host country for the Board meeting, Ms Hermann advised that Cook Islands was proud of its role and values its contribution and responsibilities to the organisation. Ms Hermann noted the Secretariat's successful transition to Samoa and acknowledged Samoa's commitment to hosting the PIDC Secretariat. The Secretary shared the challenges Cook Islands Immigration faced with 130,000 tourists entering a country with a population of 15,000 without immigration government policies. She noted that immigration was a key driver for economic growth and that the Cook Islands was looking forward to PIDC support for national immigration activities. The Secretary acknowledged the importance of labour to the region noting that labour was one of the five key issues that was recognised in the Small Island States Strategy and the need to address how we can assist each other in the Pacific.

ISSUES CONSIDERED BY THE BOARD

SECRETARIAT REPORT

The Board welcomed the Secretariat's report outlining its ongoing activities and its planned areas of work for 2016/17 noting the links to agreed PIDC objectives. The report highlighted a number of activities to build national capacity of PIDC Member administrations, enhance regional data collection and information sharing, and strengthen legislative and policy development. The Board welcomed the development of these programmes of work and encouraged the Secretariat to continually consult and collaborate with Members and other regional and international stakeholders to mobilise resources and support for the proposed activities.

PIDC'S TRANSITION AND RELOCATION TO SAMOA

Board Members welcomed the successful relocation of the Secretariat to Samoa and acknowledged in appreciation the support and commitment of Samoa (Host Country), Australia and New Zealand (Donors) and Board members in supporting the Secretariat during this transition and relocation period. The Board acknowledged the support provided by Fiji to the Secretariat when it was based in Suva and thanked Samoa for its assistance in providing PIDC with temporary office space during the renovation works on its new office. The Board strongly encouraged Members to continue supporting the Secretariat as it seeks to establish its presence in Samoa and congratulated the Secretariat for its professionalism in managing the transition and relocation to Samoa.

GOVERNANCE ARRANGEMENTS

The Board reviewed the 2016 Regular Annual Meeting discussions on the organisation's governance structure and agreed on how to address key issues raised by Members. The Board agreed that PIDC's current governance processes were secure and promoted transparency and accountability within the organisation. The Board further reaffirmed its commitment to reviewing the organisation's governance arrangements to identify possible issues and develop agreed approaches that protected the interests of Members.

2016 CONFERENCE WORKSHOP SESSION ANALYSIS

The Board discussed in detail an analysis of the 2016 Annual conference workshop sessions on governance arrangements, movement of third country nationals and training and agreed that a number of these priority issues would be addressed through activities to be included in the Secretariat annual work plan. The Board anticipated that Members would be supported in these thematic areas and recognised the value of the Regular Annual Meeting workshop sessions in identifying specific immigration priorities and challenges and developing possible coordinated responses.

INFORMATION EXCHANGE

The Board noted the crucial role of information sharing for effective immigration and border management across the PIDC membership and agreed to establish an Information Sharing Working Group to develop recommendations to strengthen the management and sharing of information among Members. The Board agreed on the need to explore and utilise experiences on information exchange from national and regional partner organisations.

ADVOCACY, LIAISON AND REPRESENTATION

The Board discussed its advocacy programme noting the need to develop a targeted and consistent message guided by the PIDC communication strategy as the organisation moved to communicate its objectives and activities to stakeholders and secure its international profile as the principal regional immigration body for the Pacific. The Board agreed that the transitional changes the organisation was undergoing provided a valuable opportunity to rebrand PIDC to better reflect and communicate our values, objectives and priorities as we continue to support our Members interests and engage with regional and international partners to promote our work throughout the region and internationally.

BUILDING KNOWLEDGE AND EXPERTISE

The Board recognised the value of capacity building programmes in the region and the challenges Members raised during the 2016 annual conference. Board members supported Secretariat efforts to undertake a regional training needs analysis to guide the development of a sustainable and targeted training programme based on priority needs identified by Members. The Board agreed that training was a key component of PIDC's work programme as it provided direct support to Members seeking to: (a) address the challenges of border security in a changing immigration landscape; and (b) enhance their organisational capacity to manage immigration issues and contribute to national discussions and policies on labour mobility and economic growth.

2. Board Meeting No.2: Palau 28 February – 02 March 2017

The thirty fourth meeting of the Pacific Immigration Directors' Conference (PIDC) Board was held in Koror, Palau from 28 February to 2 March 2017. The meeting was attended by representatives from Republic of the Marshall Islands (Chair), New Zealand (Vice Chair), Australia (Principal Donor), Cook Islands (Polynesia), Palau (Micronesia), Tuvalu (Small Island States), Vanuatu (Melanesia), and Samoa (Secretariat host country as observer).

OPENING

The meeting was opened with a prayer from Samoa and opening remarks provided by the Chair and Director for Republic of the Marshall Islands Immigration, Mr Damien Jacklick. A representative of the Vice President of Palau Mr Keiden Kintol welcomed the PIDC Board on behalf of the Government of Palau noting with appreciation the regional support being provided to build the technical capacity of Palau immigration services especially through the capacity building activities.

In welcoming Board members to the 2nd PIDC Board meeting for the 2016/17 financial year, the Chair thanked the Board Members for their continued support and commitment in taking time out of their busy schedules to support the work and activities of the PIDC and encouraged members to discuss issues in a constructive manner to ensure the achievement of a successful meeting.

The Secretariat: (a) provided an update on the financial position of the organisation in relation to current expenditure as well as donor funding and Membership subscriptions; (b) discussed key activities regarding the transition of the Secretariat offices to Apia and the establishment of new finance and governance mechanisms; (c) reported on the implementation of key work activities mandated by the Board and wider Membership in 2016; and (d) updated Members of key activities undertaken to implement the objectives of the four Results Management Suite outputs agreed to by Members at the 2016 Regular Annual Meeting. Reports, updates and recommendations were also provided by the PIDC Board Sub-Committees, two of which (the Audit and Risk Sub-Committee and the Governance Sub-Committee) had met in Palau immediately prior to the Board meeting.

Secretariat Report and Transition Update

The Board welcomed the financial update provided by the Secretariat regarding expenditure for the 2016/ 2017 financial year and the proposed priorities for Quarters 3 and 4. The Board agreed to task the Secretariat and to encourage Members to facilitate the payment of subscriptions early in the financial year as opposed to current practices and also requested that the Secretariat in future report expenditure against specific programme activities and advise on the achievement of objectives. The Board endorsed the revised Work Plan provided by the Secretariat and also noted the Secretariat's proposed approach for the development of the 2017/ 2018 Budget to be tabled at the 2017 Regular Annual Meeting.

The Board welcomed an internal audit report that had been undertaken by New Zealand's Principal Auditor at the request of the Secretariat to strengthen its newly established processes and systems. The Board discussed the audit recommendations and noted the activities of the Secretariat to advance the audit report recommendations.

The Board acknowledged the PIDC Secretariat's report on its transition and establishment in Apia and welcomed the opening of the new office premises at the Development Bank of Samoa Building in Apia. The Board noted that a significant amount of work had been undertaken and welcomed the Secretariat's advice that the remaining minor interior design matters were to be completed by May prior to the 2017 Regular Annual Meeting.

The Board also discussed a review by the Secretariat of the existing PIDC per diem policy and noted recommendations that had been made for the basis of how per diems are calculated and the set of rates that were to be used. The Board in accepting one of the Secretariat's three recommendations tasked the Secretariat to provide further details prior to the 2017 Regular Annual Meeting to allow Members to better understand potential impacts of the proposed changes.

The Board was updated of the activities undertaken to advance the renaming and rebranding of the organisation as agreed to by Members at the 2016 Regular Annual Meeting and reviewed

recommendations provided by the of the Governance Sub-Committee and the Secretariat. The Board selected three names to be considered by Members and noted that Constitutional amendments required a final selection to be agreed to by early April 2017. The Board thanked New Zealand for the development of three draft logos and tasked the Secretariat to develop an additional logo combining specific concepts discussed by the Board.

The Board welcomed the report provided by Samoa and the Secretariat on their advocacy meeting with former PIDC Member American Samoa in February 2017 to facilitate its possible signature of the PIDC Memorandum of Understanding in 2017. The Secretariat advised that an invitation was to be extended to American Samoa to attend the 2017 Regular Annual Meeting in Apia. The Board noted the positive engagement and interest that had been verbally expressed by American Samoa towards possibly rejoining the PIDC family and also noted that similar advocacy visits were planned for Guam and the Commonwealth of Northern Mariana Islands on the fringes of planned Secretariat activities to save costs.

Key Activities Update

The Board noted the successful completion of all the scheduled PIDC training programmes in 2016. The Board expressed its appreciation to Australia and New Zealand for their commitment and funding support to the annual PIDC training programme and was briefed on: (a) the DIBP trainings on vessel search in Sydney, facial recognition in Canberra and document examination in Nadi; (b) the New Zealand Pacific Regional Immigration Identity Programme (PRIIP) training; (c) the upcoming DIBP intermediate intelligence course in Suva; (d) the upcoming PIDC Executive Immigration Leadership and Policy Management workshop in Apia; and (e) the UNHCR trainings in Nadi and Brisbane on Asylum Seeker Protection.

Given the importance of capacity building to achieving PIDC objectives, the Board welcomed the Training Needs Analysis activities undertaken by the Secretariat to date and agreed to strongly encourage Members to complete the questionnaire that had been circulated. The Chair thanked the Board for its leadership in completing the TNA questionnaire and looked forward to a comprehensive analysis to be undertaken resulting in a pragmatic but innovative set of recommendations to guide the capacity building programmes of the Secretariat and principal donors based on identified priorities.

In addition the Board reviewed and accepted a proposal for the provision of technical assistance by the ACP-EU Migration Action Plan Pacific Office (ACP-EU MAPPO) delivered by IOM in the three areas of recommendations of the ACP-EU Dialogue on Migration and Development, namely visas, remittances and readmission. To advance this important work the Board tasked the Secretariat to liaise with ACP-EU and IOM to advance the provision of support to Members.

The Board welcomed the ongoing activities of the Secretariat and Members in looking to support the development of immigration policy and legislation. The Board noted the successful completion of the PIDC Policy and Legislative Framework Workshop to update the existing PIDC resource document and thanked New Zealand for providing technical subject matter expert facilitators and Cook Islands, Federated States of Micronesia, Samoa and Tuvalu for participating in the workshop. The Board noted that the Secretariat was working with participants to finalise the proposed text for the Model Policy and Legislative Framework and welcomed the planned legislative reviews proposed for Cook Islands, Tuvalu and the Republic of the Marshall Islands.

The Board also endorsed the revised Terms of Reference of the Information Sharing Working Group. The Working Group held its first teleconference on the fringes of the Board Meeting and endorsed the activities schedule to be undertaken in preparing recommendations for Members to consider at the 2017 Regular Annual Meeting. The Working Group finalised a draft

questionnaire to be disseminated to Members to obtain baseline data on laws, systems and processes and agreed to schedule two face to face meetings to be held in April and May of this year.

The Board welcomed the first draft of PIDC's 2016 Annual Report noting the various activities and issues that PIDC has been involved with. The Board encouraged the Secretariat and Members to provide additional contributions to be included in the final publication and encouraged the Secretariat to provide the final draft to the Board before it is finalised and disseminated to Members at the 2017 Regular Annual Meeting.

STRATEGIC PLANNING

The Board undertook three strategic planning sessions to determine the future environment of PIDC and how the organisation could be best placed to advance its objectives and provide support to Members in the future. The Board agreed for the strategic planning sessions to feed directly into the development of a ten year strategic plan to guide the future activities of PIDC.

OTHER DISCUSSIONS

The Board was provided an update by the Secretariat and New Zealand as host country on preparations for the 2017 Regular Annual Meeting. The Board endorsed for the 2017 Regular Annual Meeting a draft agenda for circulation to Members and a theme proposed by the host country *"Our Waka: Advancing Approaches to Regional Migration Challenges for a Safe and Prosperous Pacific"*.

The Chair thanked the Board on the completion of another successful meeting and on behalf of the Board thanked the Secretariat for its work. The Chair looked forward to meeting with the Board again at its next meeting prior to the 2017 Regular Annual Meeting.