



**Pacific Immigration Directors' Conference**  
2018 Regular Annual Meeting  
June 26 – 28, Nadi, Fiji

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**Agenda item 06: PIDC Board Report**

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**Recommendation**

The PIDC Regular Annual Meeting is invited to **consider** and **endorse** the 2017/18 PIDC Board Report.

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**Purpose**

The PIDC Board seeks Members' endorsement of its report on the delivery of activities it implemented and monitored during the 2017/18 term. While a preliminary report is provided below, a more detailed final report will be provided after the Board's final meeting on 25 June 2018.

**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 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**

4. 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.

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 2017/18 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 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 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 2017/18 business calendar year:

- a) Recruitment of two additional Secretariat support staff;
- b) Approval of first PIDC Audit report;
- c) Review and development of new PIDC Strategic Plan 2019-22;
- d) Delivery of capacity building programmes for Members;
- e) Successful delivery of Legislation review programmes for three Members;
- f) Formalisation of PIDC name change through domestic legal processes;
- g) Successful completion of Joint Law Enforcement Board Meeting;
- h) Delivery of the PIDC Legislation Review Programme;
- i) Resolution of PIDC Secretariat Per Diem overpayment issue; and
- j) Completion of Board meetings.

**Conclusion**

7. The Board will be invited to forward its finalised report for Members to endorse at the Regular Annual Meeting during the discussion of this Agenda item.

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## **Annex A**

### **2017/18 Board Meeting Communiqués**

#### **1. Board Meeting No.1: Marshall Islands 17–19 November 2017**

The first Pacific Immigration Directors' Conference (PIDC) Board meeting for the 2017/2018 Financial Year was hosted by the Republic of the Marshall Islands from 18 - 20 October, 2017 in Majuro. In attendance were New Zealand (Chair and Principal Donor), Federated States of Micronesia (Micronesia), Samoa (Host Country and stand in representative for Polynesia), Tuvalu (stand in representative for Small Island States), Republic of the Marshall Islands (Outgoing Vice-Chair), and Australia (Principal Donor). Apologies were received from Fiji, Papua New Guinea, and Tonga.

The official meeting was opened with a prayer from the representative of Samoa and the Board was welcomed to Majuro by the Minister for Justice, Immigration, and Labour Honourable Mike Helferty.

Following the induction training provided to Members, a number of key issues were discussed including the Secretariat report, the draft report of the external auditor, proposed changes to PIDC Foundation documents, reports from the Board Sub-Committees, and updates regarding the implementation of various activities endorsed by Members.

#### **Secretariat Report**

With the rapid growth of the organisation's work plan, the Board discussed several successes including the successful completion of the Secretariat's first audit report since obtaining legal entity status.

The Secretariat provided a report of activities undertaken since the conclusion of the 2017 Regular Annual Meeting in June. The Secretariat discussed the organisation's finances, Members' and Donors' contributions, activities undertaken by the Secretariat, the Information Sharing Working Group, and the Secretariat's request for a debit card and vehicle. In response, the Board inter alia agreed on several processes and activities to further enhance and strengthen the clarity of Secretariat reporting to the Board and: (a) welcomed the funds provided to date by the Members and Donors; (b) called for Members that had yet to pay their contributions to do so at the earliest; and (c) identified several additional activities to be undertaken by the Secretariat including the provision of papers to provide a business case for a vehicle and explore a possible formalised relationship with the Pacific Islands Forum.

The Board also discussed and agreed to several steps to finalise the organisation's Annual Report for 2016/2017, a draft communication plan incorporating a stakeholder strategy, and the ongoing development of a new strategic planning framework.

#### **External Auditor's Report**

The Board supported the unqualified Draft Auditor's Report prepared by BDO (Samoa) on the Secretariat's management of funds and resources and congratulated the Secretariat on the positive results. The Board referred the Auditor's recommendations to the Audit & Risk Sub-Committee and tasked the Secretariat to work with the Auditor to implement recommendations and to finalise the report for dissemination to Members.

#### **Board Sub-Committee Reports and Recommendations**

The three permanent Board Sub-Committees (Audit & Risk, Human Resource, and Governance) met to discuss respective issues and subsequently presented to the Board their subsequent findings and recommendations for endorsement.

The PIDC Board welcomed the updates and recommendations provided by the Human Resource, Audit & Risk and Governance Sub-Committees and noted the election of Sub-Committee Chairs and Vice-Chairs<sup>1</sup>.

For the Human Resource Sub-Committee, the Board inter alia: (a) welcomed the ongoing recruitment process for two new national Secretariat staff (Research Assistant and Finance Clerk) and agreed on the proposed representation of the selection panel; (b) declined the proposed expansion of the Sub-Committee's role to provide strategic guidance for the provision of capacity building activities to Members; and (c) agreed to strengthen processes for Secretariat communication and reporting to the Board.

For the Audit & Risk Sub-Committee, the Board amongst other things: (a) noted and supported the Sub-Committee's recommendations regarding the Draft Auditor's report and recommendations especially regarding issues on risks from distribution of per diems by cash, the need to formalise a services agreement with a travel agency, and bank reconciliation procedures; (b) agreed for the Secretariat to provide further clarification on travel procedures and expenditure according to the Financial Regulations; and (c) agreed for a more complex risk matrix (similar to the funding document risk matrix) to be circulated.

For the Governance Sub-Committee, the Board agreed to Sub-Committee recommendations regarding: (a) proposed steps to formalise changes agreed to by Members at the 2017 Regular Annual Meeting to amend the PIDC Foundation Documents regarding the change in PIDC name and Board representation; (b) the Secretariat review of the Small Island States current categorisation; and (c) the tasking of the Secretariat to provide further options regarding possible voting issues for the election of Board representation.

### **Specific Activities**

The Board was briefed on actions undertaken by the Secretariat to implement various Board and Member endorsed decisions and inter alia:

- (a) **Legislative review project** - welcomed Secretariat activities undertaken on the current Members' legislative review project, agreed on the process for progressing requests raised by Samoa and the Federated States of Micronesia, and explored further additional activities to support the Secretariat's delivery of services to Members; also noted the work New Zealand is doing in the Cook Islands;
- (b) **EU-ACP Migration Action Plan** - noted that the Secretariat's application for technical assistance had been submitted and was currently being refined with the support of the EU-ACP Migration Action Plan staff;
- (c) **Joint Law Enforcement Board Meeting** - supported a proposed joint meeting of the Secretariat with Oceania Customs Organisation (OCO) Secretariat and the Pacific Islands Chiefs of Police (PICP) Secretariat scheduled for 6 October 2017 in Suva, Fiji to advance the possible holding of a Joint Law Enforcement Board Meeting in 2018;
- (d) **Accredited and Collaborative Training** – noted the update provided by the Secretariat regarding efforts to identify possible accredited and collaborative training opportunities and supported the rescheduling of a planned PIDC training curriculum development workshop to November of this year;
- (e) **Pacific Regional Immigration Identity Programme** - discussed and acknowledged the proposed activities over the next twelve months of the Pacific Regional Immigration Intelligence Programme (PRIIP) noting that the programme had recently completed a review and was to be relaunched in a new format in 2018;

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<sup>1</sup> The Chair for the Audit & Risk Sub-Committee will be elected inter-sessionally due to the absence of two of its Members.

(f) **Regional Skills Development Programme** – discussed the current status of Australia’s Regional Skills Development Programme (RSDP) and its planned trainings and noted the renaming of the programme to the International Border Cooperation Programme (IBCP); and

(g) **Development of PIDC Strategic Plan** – undertook a strategic planning session to review the structure, vision, mission statement, and values of the existing strategic plan to assist the Secretariat in developing the initial draft of the Strategic Plan building upon initial Board discussions held earlier this year. The Board requested the strategy development to be more closely aligned with the work done in Palau.

The PIDC Board thanked the Director of Immigration for the Republic of the Marshall Islands, Mr Damien Jacklick, for hosting the meeting and acknowledged the efforts of his staff in ensuring the Board session progressed smoothly. The Board also thanked the Secretariat staff for organising the Board meeting.

The Board, while noting a number of available venue options for its next meeting, agreed to discuss the matter further once the joint law enforcement Secretariat meeting scheduled for October 2017 was completed.

## ***2. Board Meeting No.2: Cook Islands 26 – 28 March 2018***

### **CHAIR’S SUMMARY**

The second Pacific Immigration Directors' Conference (PIDC) Board meeting for the 2017/2018 Financial Year was convened in Rarotonga, Cook Islands from 26 – 28 March 2018 and attended by representatives from New Zealand (Chair), Fiji (Vice-Chair), Australia (Donor), Cook Islands (Polynesia), PNG (Melanesia), Kiribati (Small Island States) and Samoa (Host Country for Secretariat) with the Republic of the Marshall Islands (Outgoing Vice-Chair) and Federated States of Micronesia (Micronesia), unable to attend at the last minute due to circumstances beyond their control.

### **OPENING**

The meeting was opened with a prayer before the Cook Islands Principal Immigration Officer, Ms Kairangi Samuela, welcomed Board Members to the Cook Islands for its first PIDC Board Meeting for 2018. As host country for the Board Meeting, Cook Islands expressed its commitment to PIDC and valued its role, contribution, and responsibilities to the organisation. Cook Islands anticipated a successfully constructive three days of discussions.

### **ISSUES CONSIDERED BY THE BOARD**

#### **SECRETARIAT REPORT**

The Board welcomed the Secretariat’s report outlining its ongoing activities and its remaining planned areas of work for 2017/18 to be completed by the end of this financial year in June 2018. 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 encouraged the completion 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 delivery of these activities. The Board welcomed in particular efforts by Members to meet their subscription obligations and thanked the

Secretariat for the important follow up work. However, the Board also noted the Secretariat's overpayment of US\$20,509 in per diems to participants in PIDC travel. The Board noted their disappointment, particularly in the decision not to tell the Chair, and in changing the per diem rate without the Board's authority.

#### **STRATEGIC PLAN 2019-21**

The Board reviewed and made significant changes to the draft strategic plan 2019/21 seeking to assess how the organisation could be best placed to advance its objectives and provide support to Members in the future. The new three-year Strategic Plan could provide an important link between the activities in annual work plans and the long-term objectives for the organisation. The Strategic Plan proposes several strategies and key activities based on current Member needs and operating environments and will be presented at the Regular Annual Meeting in June 2018 for Members' consideration and possible endorsement. The Board noted that the Secretariat should consider their workload, and ability to deliver.

#### **GOVERNANCE ARRANGEMENTS**

The Board continues to review the organisation's governance arrangements and processes on an ongoing basis. The Board reviewed potential risks to the organisation and identified agreed governance approaches to better protect the interests of Members. The Board reviewed text changes to the Constitution to reflect decisions made by Members at the 2017 Regular Annual Meeting in areas such as changes made to the PIDC name, Board Membership, and considered proposed amendments on voting rights for Board representation, and SIS categorisation to improve Member groupings.

#### **PIDC LEGISLATION MODERNISATION PROGRAMME**

The Board welcomed the success of the PIDC legislation modernisation programme that was currently being rolled out in several PIDC Member countries. The Board recognised in particular the critical leadership of PIDC Members in the process and the importance of maintaining national ownership of the entire review process. More Members have expressed interest to be part of the modernisation process, and the Board in anticipation to the growing interest in the Membership on this work, expressed its commitment and support for the programme to be rolled out to Members seeking support. The Board also welcomed the launch of the bilateral legislation modernisation project between New Zealand and the Cook Islands.

#### **PIDC INFORMATION EXCHANGE MEMORANDUM OF UNDERSTANDING**

The Board welcomed the work undertaken by the Information Sharing Working Group to develop a draft Memorandum of Understanding (MoU) to strengthen the management and sharing of information among Members. The development of the MoU to share information seeks to support and complement Member's ability to share information while maintaining a high level of confidentiality and protection to the shared information. The MoU is anticipated to increase the level of understanding in sharing information between PIDC Members. The Board hopes that Members will undertake their own internal privacy processes and be able to sign the MoU at the June Regular Annual Meeting.

## **JOINT LAW ENFORCEMENT AGENCY BOARD MEETING**

The Board noted the outcomes of the Joint Board Law Enforcement Agency meeting held in Brisbane, Australia on 1 March 2018 and thanked the PIDC Delegation made up of New Zealand (Chair), Fiji (Vice-Chair), and Head of Secretariat for representing the interests of PIDC at the meeting. The Board endorsed the proposed Draft Declaration of Partnership to be presented to Members at the 2018 Regular Annual Meeting for consideration and possible endorsement.

### **NEW SECRETARIAT STAFFING**

Board Members welcomed the successful recruitment of two domestic staff members to the Secretariat. The Board acknowledged the value and increased productivity the two additional Secretariat staff members would bring to the organisation and strongly encouraged Members to continue supporting the Secretariat as it worked towards increasing its presence and more importantly its capacity to better serve Member administrations.

### **ADVOCACY, LIAISON, AND REPRESENTATION**

The Board welcomed the work undertaken to update the Communication Plan and endorsed the inclusion of the new social media policy developed by the Secretariat. The Board discussed its advocacy programme noting the need to develop a targeted and consistently guided approach to its engagement with partner organisations and stakeholders and agreed that the establishment of a stakeholder strategy will increase the organisation's resource efficiency, in managing its engagements without compromising the organisation's visibility regionally and internationally. To support this process, the Secretariat has been tasked to undertake a stakeholder analysis with the view of developing a stand-alone stakeholder engagement strategy.

### **2018 REGULAR ANNUAL MEETING**

The Board welcomed the 2018 conference theme on "Climate Change and Migration" proposed by Fiji as Incoming Chair and noted the dates for the Regular Annual Meeting being 26 - 28 June 2018 including the Board Meeting on 25 June. The Board reviewed the meeting agenda and agreed to include a panel session approach to facilitate increased discussions amongst Members. The Board also sought to have speaking representation by all Members.