



Agenda item 8 (a): Board Report

Proposed Recommendation

The PIDC Regular Annual Meeting is invited to **consider** and **endorse** the 2018/19 PIDC Board Report.

Purpose

The Board seeks Members' endorsement of its report on the delivery of activities under their oversight during the 2018/19 Financial Year (the "reporting period"). While a preliminary report is provided below, a more detailed final report will be provided after the Board's final meeting on 03 June 2019.

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 Committees.

3. The 2018/19 Financial Year has been a very busy period given the various activities that the Secretariat has been involved with in delivering the Annual Work Plan. The Board continued to scrutinize these activities ranging from workshops, meetings, conferences, and Secretariat operational responsibilities, ensuring that activity processes and outcomes were aligned to the organisation's values of transparency and accountability.

Summary of 2018/19 Board activities

4. The first Board meeting was held in November 2018, the second in March 2019, and the third and final meeting will take place a day prior to the Regular Annual Meeting on 03 June 2019. The meetings were hosted in Niue, Kiribati, and Cook Islands respectively.

5. The Secretariat, in its report (Agenda item 7) provided a detailed summary of all activities that have been undertaken by the organization during the reporting period. These activities have been regularly scrutinised and vetted by the Board throughout the reporting period through Board meetings and monthly reports that the Secretariat submits to the Board.

6. Consequently, the Board has closely monitored the operational processes 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 of the Secretariat work plan and activities. The following were some of the significant achievements of the Board during the reporting period:

- a) 2018 Regular Annual Meeting, June 26 – 28, Nadi, Fiji;
- b) approval of PIDC Audit report 2017/18 Financial Year;
- c) delivery of capacity building programmes for Members;
- d) successful delivery of phase 1 of Legislation review programmes for two Members, Solomon Islands and Tonga with completion of Immigration Bill drafting process for Tuvalu;
- e) successful completion of Joint Law Enforcement Board Meeting;
- f) successful completion of three Board meetings;
- g) development of PIDC People Smuggling and Human Trafficking Framework;
- h) establishment of USP partnership to develop online graduate immigration specific courses for PIDC Members;
- i) signature and operationalisation of Information Sharing Memorandum of Arrangement;
- j) establishment of an operational PIDC Profiling and Intelligence Support Group for the first time providing real-time information sharing capacity;
- k) signing of Declaration of Partnership with OCO and PICP;
- l) successful advocacy of PIDC brand in regional and international forums strengthening of regional and international partnerships with stakeholder organisations; and
- m) PIDC participation at IOM Eighth Global Meeting of Chairs and Secretariats of Consultative Processes on Migration in Brussels, Switzerland.

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.

A) Board Meeting No.1: Niue 13–15 November 2018

The first Pacific Immigration Development Community (PIDC) Board meeting for the 2018/ 2019 Financial Year was hosted by Niue from 13 to 15 November 2018. In attendance were Fiji (Chair), New Zealand (Outgoing Vice Chair and Principal Donor), Cook Islands (Incoming Vice Chair), Federated States of Micronesia (stand in representative for Micronesia), Kiribati (representative for Small Island States), Tonga (representative for Polynesia), Solomon Islands (representative for Melanesia), Australia (Principal Donor) and Samoa (Host Country). 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 Niue by the Director for Niue Immigration Mr Kimray Vaha.

The Board meeting commenced with the meetings of the Human Resources, Audit and Risk, and Governance Committees followed by considered deliberations on a number of key issues including: (a) the Secretariat report; (b) the draft report of the external auditor; (c) proposed changes to PIDC Foundation documents; (d) work on information sharing and Data Collection; and: (e) updates regarding the implementation of the Agreed Work Plan as well as various activities endorsed by Members through the 2018 Regular Annual Meeting (RAM) and Board.

Secretariat Report

The Secretariat provided a report regarding activities undertaken since the conclusion of the 2018 Regular Annual Meeting in June. The Board was updated on issues relating to the organisation's finances which remain in a stable position. Additional issues discussed as part of the Secretariat report included Members and Donors contributions, the near completion of a service level agreement with the PIDC Travel Service Provider, Secretariat issues relating to a salary review and transport; and progress on the implementation of the Work Plan noting the introduction of the tiering system of priorities as introduced at RAM 2018.

Annual Audit Report

The Board was pleased to welcome the unqualified Draft Auditors Report prepared by BDO (Samoa) on the Secretariat's management of funds and resources and congratulated the Secretariat on the positive results which it had been able to achieve for a second year in a row upon obtaining legal entity status. The Board reviewed the Auditor's recommendations and in noting the Audit and Risk Committee briefing tasked the Secretariat to work with the Auditor to implement recommendations and to finalise the report for dissemination to Members. Key issues discussed included proposed work to determine appropriate avenues to minimise currency exchange losses and also activities to enhance current financial reporting mechanisms.

2017 -2018 Annual Report

The Board reviewed and endorsed the draft text of the PIDC 2017-2018 Annual Report submitted by the Secretariat which will now be finalised and disseminated to Members and partner organisations.

Board Committee Reports and Recommendations

The three permanent Board Committees met to discuss issues they were responsible for and their Chairs subsequently presented to the Board their findings and recommendations for endorsement. The PIDC Board welcomed the updates and recommendations provided by the Committee Chairs and noted the election of Committee Vice Chairs¹.

While the substantive Committee recommendations have been incorporated into the relevant Agenda Items, issues/ items discussed or reviewed include: (a) Human Resources Committee – PIDC Secretariat Salary Review (Agenda Item 3a(vi)); (b) Audit and Risk Committee – Annual Audit Report Results (Agenda Item 3c) and Membership Tiering Formula (Agenda Item 3a(ii)); and (c) Governance – amendments to the Foundation Documents (Agenda Item 5d) and Board Representation and Protocols (Agenda Items 5b and 5c).

Governance

In discussing governance issues the Board:

- (a) was updated on the current processes being undertaken to finalise the Organisation's name change as a legal entity through an Amendment of the Headquarters Agreement with the Government of Samoa;
- (b) discussed issues regarding representation and communication protocols to improve Board meeting internal processes going forward; and
- (c) discussed and endorsed a number of proposed changes to the PIDC Constitution, Financial Regulations and Employee Regulations to strengthen representation and transparency processes as well as amend parental leave provisions for Secretariat staff.

Specific Activities

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

- (a) **Legislative Strengthening and Modernisation Programme** – welcomed the update provided on the work being undertaken to support Members review immigration legislation in Republic of the Marshall Islands, Samoa, Tuvalu and the scheduled support to be provided to Solomon Islands, Tonga and Federated States of Micronesia, noting the bilateral support New Zealand is providing for Cook Islands and Kiribati;
- (b) **EU-ACP Migration Action** - noted the initial provision of technical assistance by the EU-ACP Migration Action and endorsed the 5 recommended activities for implementation and discussed the need for this work to complement existing PIDC activities;
- (c) **Pacific Regional Immigration Identity Programme (PRIIP) (now known as Hakili Matangi Programme)**– acknowledged in their discussions the support provided by New Zealand through the PRIIP programme especially in the seven identified PIDC Members;
- (d) **International Border Cooperation Programme (IBCP)** – acknowledged in their discussions the support provided by Australia through the IBCP noting the upcoming Vessel Search Training and that additional funding had been secured to run a regional activity that would be supported through the PIDC Secretariat once a suitable timeframe had been adopted;

¹ **Governance** Chair - Cook Islands, Vice Chair – Samoa; **Audit and Risk** Chair - Australia, Vice Chair – Tonga; **Human Resources**, Chair – New Zealand, Vice Chair – Kiribati.

- (e) **Bali Process Regional Support Office Model Curriculum** – welcomed in discussion the update provided regarding support from the Bali Process Regional Support Office noting its recent recruitment of a Trainer through IOM to provide support to developing PIDC Members' Curriculum;
- (f) **Information Sharing Working Group (ISWG)**– welcomed the positive work being advanced by the ISWG to: (i) operationalise the Memorandum of Arrangement of Information Sharing; (ii) establish the Accredited Contact Points Network; (iii) establish the Profiling Working Group; and (iv) enhance information sharing noting in discussion the very useful work being undertaken by the Secretariat to support data collection in Solomon Islands and Palau as well as the significant and unprecedented increase in information sharing now occurring through the **PIDC Profiling Network** as well the **PIDC Alerts System** which is on track to quadruple the previous highest annual sharing records;
- (g) **Memorandum of Arrangement on Information Sharing (MoA)** – acknowledged in discussions: (i) Vanuatu becoming the 14th Party to the MoA; and (ii) updates provided regarding actions being taken by the 5 remaining PIDC Members seeking to become parties to the Arrangement;
- (h) **Declaration of Partnership** – welcomed the coming into force of the Declaration of Partnership between PIDC, OCO and PICP and discussed activities undertaken by the Secretariat to operationalise the declaration with the partner organisations; and
- (i) **Standard Operating Procedures** – welcomed the presentation by the Secretariat of the draft Model Standard Operating Procedures Manual noting in discussions that it was in the process of being reviewed for final release scheduled later this year.

The PIDC Board thanked the Director of Immigration for Niue, Mr Kimray Vaha 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 agreed that its next meeting would be hosted by Kiribati.

B) Board Meeting No.2: Kiribati, 12-13 8 March 2019

The second Pacific Immigration Development Community (PIDC) Board meeting for the 2018/ 2019 Financial Year was convened in Tarawa, Kiribati from 12 – 13 March 2019 and attended by representatives from Fiji (Chair), Cook Islands (Vice-Chair), New Zealand (Vice-Chair), Australia (Donor), Tonga (Polynesia), Solomon Islands (Melanesia), Republic of the Marshall Islands (Micronesia), Kiribati (Small Island States) and Samoa (Host Country for Secretariat).

Opening

2. The meeting was commenced with a prayer by Samoa before the Kiribati Principal Immigration Officer and Permanent Secretary for Foreign Affairs and Immigration Ms Peniita Kabubuke Garisau welcomed Board Members to Tarawa. The Permanent Secretary noted that this was the second time Kiribati had hosted the Board meeting and expressed her organisation's continued commitment to PIDC noting the important role, contribution, and responsibilities of the organisation. Kiribati advised that it anticipated a constructive two days of discussions and also highlighted the challenges small island state immigration departments continue to experience. Upon completion of the opening, the three Board

Committees for Human Resources, Audit and Risk and Governance met to discuss issues and develop recommendations as required under their mandates which were then reported back to the Board.

Issues Considered by the Board

Secretariat report

3. The Board welcomed the Secretariat's report which outlined the financial position of the organisation and provided an update on the implementation of previous Board decisions as well as the current Annual Work Plan endorsed by Members at the 2018 Regular Annual Meeting (RAM). The Secretariat advised that it remained on track to complete the tasks allocated to it by the end of the financial year including additional Board taskings regarding the treatment of inflation for Secretariat budgeting purposes, the development of an agreed Secretariat salary performance scale, and also options for potential cost savings in managing Board meetings. The Secretariat 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 provided feedback regarding these activities and encouraged the completion of these programmes of work.

Funding Support

4. The Board welcomed with appreciation the Secretariat advice regarding the finalising of the General Funding Agreement between PIDC and the New Zealand Ministry of Foreign Affairs and Trade for multi-year funding of NZD\$400,000 per annum for three years for a total of NZD 1.2million and requested the Chair communicate the organisation's appreciation for the valuable support. The Board also welcomed an update provided by Australia regarding current internal processes being undertaken to seek multi-year funding for the organisation which was also being supported by the Secretariat.

Closure of PIDC Audit Report 2017/18 FY

5. The Board welcomed and commended the issuance of the letter of completion by the Auditor on 30 January 2019 signalling the closure of the audit for the year ended 30 June 2018. The Board commended the successful resolution of all issues raised by the Auditor, the issuing of an unqualified opinion for the second year in a row and the commitment by the Chair and Board Members to support the audit process resulting in the successful completion of the external audit process at a much-reduced timeframe from the previous inaugural audit.

Draft Annual Work Plan and Budget 2019-20

6. In a shift to improving the organisation's planning process, the Secretariat presented a draft Annual Work Plan and Budget 2019/20 (AWPB) as a lead-up to the June 2019 RAM. The Board reviewed the draft AWBP seeking to assess how the organisation could continue to progress towards meeting its strategic objectives and provide support to Members in the new financial year. The new AWBP has been developed to (a) begin implementation of the PIDC Strategic Plan 2019-2021 which is aligned to PIDCs' Long Term Strategic Objectives and Results Management Suite and (b) continue consolidation of the significant gains made by PIDC since obtaining legal entity status in 2016. The Board endorsed the proposed activities in the draft AWPB noting the Secretariat would be reviewing further details of the draft AWPB for further Board discussion prior to the June 2019 Regular Annual Meeting.

PIDC Human Trafficking and People Smuggling Regional Framework

7. The Board welcomed the development of the draft Regional Framework to Combat Human Trafficking and People Smuggling which is currently going through an iterative process for finalisation. It is anticipated that the regional PIDC framework will coordinate national and regional efforts to combat transnational crime networks that undertake human trafficking and people smuggling activities in the region and has been developed through wide consultation with Members, as well as regional and international partner stakeholders.

Accredited Post-Graduate Certificate and Diploma for Border Security

8. In discussing a joint proposal developed by the Secretariat and the University of the South Pacific, the Board endorsed the establishment of an accredited online Post Graduate Certificate and Diploma Award in Border Security for PIDC Members. The Board noted that the proposed courses were to commence in early 2020 and provided an opportunity for detailed research and accredited education in border and immigration issues that could affordably be accessed by citizens of Pacific Island Countries and Territories.

PIDC Legislation Strengthening and Modernisation Programme

9. The Board welcomed the ongoing success of the PIDC legislation modernisation programme that is in its third year of implementation. Member countries that have received support continue to express an endorsement of the modernisation programme and the impact it is having on their national review processes. Participating Members continue to advocate for the continuation of the PIDC modernisation programme throughout the PIDC Membership. The Board expressed its commitment and support for the programme to continue to be rolled out to Members seeking support.

Secure PIDC Information Exchange Platform

10. The Board welcomed the work undertaken by the Information Sharing Working Group (ISWG) to: (a) strengthen the management and sharing of information among Members; and (b) operationalise the Memorandum of Arrangement for Information Sharing signed by Members in 2018. The Chair of the ISWG advised the Board of current efforts to trial the All Partners Access Network (APAN) system as a secure information sharing platform to support and complement Members' ability to share information. The Board recognised the significant information sharing now being undertaken through the Alerts System and by the newly established Profiling Group which was promoting a cultural shift amongst Members to actively promote sharing of information. The Board was briefed that the ISWG hopes to provide a detailed analysis of the APAN information sharing platform to Members at the June 2019 Regular Annual Meeting.

Human Resource Issues

11. The Board endorsed a number of recommendations made by the Human Resources Committee to improve the effectiveness of the PIDC activities and also the Employee Regulations. In addition, the Board endorsed the Committee's recommendation to renew for a further three-year period the employment contracts for the Head of Secretariat and Deputy Head of Secretariat which are set to expire in August and September 2019 respectively.

2019 Regular Annual Meeting

12. The Board welcomed the 2019 conference theme on *"Steering the course: welcoming differences, sharing solutions"* proposed by Cook Islands as incoming Chair and noted the

preparations and arrangements being finalised for the 2019 Regular Annual Meeting scheduled for 04-06 June 2019. The Board reviewed the proposed meeting agenda and recommended several amendments for the Secretariat to undertake and agreed to adopt the successful panel session approach that was implemented at the last PIDC RAM in 2018 to facilitate increased discussions amongst Members.