



Agenda item 7(b)(i): New PIDC Strategic Framework

Recommendation

The PIDC Regular Annual Meeting is invited to:

1. **endorse** the proposed process for developing a new Strategic Planning Framework for PIDC to be finalised at the 2018 Regular Annual Meeting;
 2. **task** the Governance Sub-Committee to maintain oversight of the proposed planning process; and
 3. **task** the Secretariat to work with the Governance Sub-Committee Members in finalising the new PIDC Strategic Framework.
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Purpose

1. The purpose of this paper is to establish an agreed process for the development of a new strategic framework to commence at the conclusion of the current PIDC Strategic Plan 2016 – 2018.

Background

2. As part of the current PIDC planning framework, the three-year Strategic Plan provides an important link between the activities in annual work plans and the long-term objectives for the organisation. The Strategic Plan looks to identify key activities and items for implementation over a three-year period taking into account the possible changing national and regional environments, the resources available and the priorities of Members.
3. The current PIDC Strategic Plan concludes in 2018 and Members will be required to agree to a new three-year strategic plan at the 2018 Regular Annual Meeting. The new strategic plan will need to recognise the rapid transformation the organisation has recently gone through in obtaining legal entity status, introducing new governance documents and also look to maximise the gains brought about by these changes.
4. At the recent March 2017 Board Meeting in Palau, Board Members held a preliminary strategic planning session to discuss the development of longer term strategic objectives for PIDC. The Board was introduced to the idea of possibly developing a set of ten year PIDC Ten Year Strategic Objectives aligned to existing organisational core values, objectives and planning and reporting frameworks.
5. Building upon this initial work, the Secretariat proposes that additional planning sessions be held at the two Board Meetings for the 2017/ 18 financial year to allow for the development of new strategic planning framework which will also discuss the possible

development of long term objectives that PIDC Members can collaboratively work together on.

6. The proposed process is outlined in *Annex A* but in summary:

- a) The Secretariat and Governance Sub-Committee will prepare a draft Framework using the discussions held at the 2017 Palau Board Meeting to guide its development;
- b) The draft Framework will be workshopped at the September 2017 Board Meeting (venue to be confirmed) and the Secretariat and Sub-Committee will prepare (a) Draft Long Term Objectives and (b) a Three Year Strategic Plan which will be disseminated and refined by the Board;
- c) The Revised drafts will be provided for further discussion to the Board at its March 2018 meeting (venue to be confirmed). Upon the Board endorsing the first formal draft, the documents will be circulated for Members comments. All responses will be collated and provided for the Board to consider at its final meeting for the 2017/ 18 financial year. Upon the Board endorsing the revised documents, they will be submitted to the Members for their endorsement at the 2018 Regular Annual Meeting.

Environmental Scan

7. As part of the planning process, the PIDC Board will undertake an environmental scan of the future PIDC operating environment to consider the factors that will influence the direction and goals of the organization. For example, an environmental scan might project that in the next ten years, the number of irregular migrants entering the region is expected to increase significantly or in the next ten to twenty years climate change issues impacting immigration systems and processes will increase. These are important pieces of information of future realities that we must consider as we explore what kinds of products and services the organisation should strengthen to ensure PIDC is relevant and best positioned to meet the present and future needs of our Members.

Strategic Implications

8. The proposed recommendations support the implementation of the strategic objectives for strengthened coordination in the PIDC Constitution and the Results Management Suite.

Financial Implications

9. The Board meetings for the 2017/ 2018 financial year which will facilitate the discussions have already been included in the PIDC annual budget and therefore any additional resources required will be minimal and can be met from current funds.