



Agenda item 07(b)(iii):

New PIDC Strategic Plan 2019 - 2021

Recommendations

The PIDC Regular Annual Meeting is invited to:

- a) **note** the draft Strategic Plan (Attachment One) developed by the Secretariat based on discussions and issues raised by Board Members at the Planning Sessions held in Palau, the Republic of the Marshall Islands (RMI) and most recently in the Cook Islands; and
 - b) **review** the text of the draft plan; and **consider** for endorsement pending any further proposed amendments.
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Purpose

To provide an update for the 2018 PIDC Regular Annual Meeting to guide discussions and possible endorsement of the draft Strategic Plan 2019 – 2021 (Attachment One).

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. In the development of this draft Strategic Plan:
 - a) the Board held a planning session at its March 2017 meeting in Palau where key priority work areas and objectives were identified along with priority stakeholders. A report was developed by the Facilitator and New Zealand which was used as a basis for the development of a broad framework for the Strategic Plan;
 - b) the Board held another Workshop planning session at its September 2017 Board meeting in the Republic of the Marshall Islands (RMI) and a number of recommendations were provided to the Secretariat on the structure and key areas;
 - c) the Secretariat developed a first draft that was refined through iterations and a subsequent all-day Secretariat workshop in February 2018; and

- d) the Board held an additional session at its March 2018 Board Meeting to review the draft text which was further refined and circulated to the Board for additional comments.

5. The current draft strategic plan maintains the basic structure of the PIDC 2016 – 2018 Strategic Plan. It has a vision, mission statement, strategic objectives, implementation model, Key Activity Areas, priority objectives, strategies and activities at the national and regional level.

6. Some key issues to note in the draft Strategic Plan include:

- a) the emphasis placed on strategic partnerships and the elevation in importance of security and border management as well as labour mobility and economic growth;
- b) the recognition of global and regional policy drivers such as the growth of tourism and ICT in the Pacific as well as the continued growth of travellers in the region;
- c) emerging trends such as disaster relief and climate change and the rapid growth in ICT penetration in the region;
- d) the emphasis on transformational change of immigration agencies driven by strong strategic leadership and the introduction of a corporate culture of continuous improvement;
- e) prioritising the development of regional resources and capacity to support and drive capacity building activities and positive change among PIDC Members; and
- f) the move towards a risk management-based approach for law enforcement requiring information and intelligence sharing to improve profiling and identification of threats.

Financial Implications

7. Resourcing for advancing agreed objectives and implementing proposed activities will be prioritised annually by Members and the Secretariat through the development of the Annual Work Plan and Budget at the PIDC Regular Annual Meeting.