

DRAFT PIDC STRATEGIC PLAN 2019 - 2021

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List of Acronyms

ACP	Annual Collection Plan
AFP	Australian Federal Police
DIBP	Australian Department for Immigration and Border Protection
DHA	Department of Home Affairs
FFA	Forum Fisheries Agency
FRSC	Forum Regional Security Committee
FSM	Federated States of Micronesia
HoS	Head of Secretariat
HR	Human Resources
ICAO	International Civil Aviation Organisation
IBDP	International Border Development Programme
ILO	International Labour Organisation
INZ	Immigration New Zealand
IOM	International Organisation for Migration
ISWG	Information Sharing Working Group
JIATF	Joint Inter-Agency Task Force West
NGOs	Non-Government Organisations
OCO	Oceania Customs Organisation
OCTA	Office of the Chief Trade Advisor
PACER	Pacific Agreement on Closer Economic Relations
PICP	Pacific Islands Chiefs of Police
PICTA	Pacific Island Countries Trade Agreement
PICT	Pacific Islands Country / Territory
PIDC	Pacific Immigration Directors' Conference
PIFS	Pacific Islands Forum Secretariat
PILON	Pacific Islands Law Officers' Network
PLMAM	Pacific Labour Mobility Annual Meeting
PRIIP	Pacific Region Immigration Identity Project
PTCCC	Pacific Transnational Crimes Coordination Centre
PTCN	Pacific Transnational Crimes Network
RMI	Republic of Marshall Islands
RSDP	Regional Skills Development Programme
SPC	Pacific Community
SPREP	Secretariat of the Pacific Regional Environmental Programme
TCU	Transnational Crimes Unit
UN	United Nations
UNDP	United Nations Development
UNHCR	United Nations High Commissioner for Refugees
UNODC	United Nations Office on Drugs and Crime

Purpose of the Strategic Plan

The purpose of the Pacific Immigration Directors' Conference (PIDC) Strategic Plan 2021 is to provide a strategic framework to support PIDC Members in enhancing the delivery of their services to Pacific Island Communities through coordinated and prioritised collective action.

The Strategic Plan consolidates the aspirations and objectives of the organisation and provides an agreed roadmap on how these are to be attained according to PIDC values and priorities based on collaboration between Members, the Secretariat, key partners and stakeholders.

The Plan provides guidance on key activities to be undertaken by the organisation, Members, the Secretariat and key partners.

This strategic document is aligned to advancing regional efforts of Pacific Island Leaders to addressing security and developmental challenges and achieving the shared Pacific vision:

“for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives.”

The Strategic Plan 2021 will guide all stakeholder actions to support PIDC Members by:

- identifying priority immigration issues in the Pacific;
- identifying priority PIDC objectives and interests to be advanced;
- coordinating and integrating national and regional activities to support Members meet their national obligations;
- providing a regional framework to allow Members to prioritise activities and development partners and donors to develop relevant support programmes;
- providing a coordinated framework for adequate, sustainable and timely provision of support, including through finance, technology transfer and capacity-building from developed countries and partners tailored to identified PIDC needs and priorities;
- providing a framework for partnership and collaboration to guide interaction between Members, development partners, the Secretariat, partner organisations, media and civil society organisations.

The Pacific Immigration Directors' Conference

The Pacific Immigration Directors Conference (PIDC) is a forum for official immigration agencies from across the Pacific region that enables Heads of Immigration agencies to discuss issues of mutual interest and to foster multilateral co-operation and mutual assistance aimed at strengthening Members territorial borders and the integrity of their entry systems.

Made up of 19 Pacific Island Countries and Territories, PIDC provides a focal point for communication, collaboration and cooperation amongst PIDC members, with the aim of better managing migration flows and strengthening border management across the region, thereby contributing to improved social and economic well-being and security in the Pacific.

The PIDC has been developed to:

- Encourage greater co-operation, communication and liaison between participating agencies, including the development and maintenance of communications between annual conferences;
- Foster a co-ordinated approach to the implementation of any policies of PIDC members having a regional focus;
- Co-ordinate the exchange of technical assistance by and between participating member agencies;
- Act as a focal point for collaboration with other regional and international bodies and organisations such as the Pacific Island Forum Secretariat (PIFS), Oceania Customs Organisation (OCO), the Pacific Islands Chiefs of Police (PICP), Pacific Islands Law Officers Network (PILON), Interpol, PACRIM, IATA, the International Organisation for Migration (IOM) and relevant United Nations agencies; and
- Coordinate and deliver specialist services to members as required from time to time by members and approved by a PIDC regular annual meeting or special general meeting.

PIDC Values

PIDC's approach and work in the region is underpinned by its core values of commitment, openness, family and teamwork, trust and respect, integrity, innovation and flexibility, good governance, rule of law and leadership. Members will at all times uphold these values and inspire those they serve.

- A. **COMMITMENT** Members have a stated obligation to the PIDC family and what it stands for
- B. **OPENNESS** Within the PIDC membership there is a sense of freedom engendered by the sharing of information and experiences
- C. **FAMILY AND TEAMWORK** The PIDC membership has a sense of identity and loyalty to the group
- D. **TRUST AND RESPECT** There is complete confidence in members sense of unity and dignity
- E. **INTEGRITY** Members are committed to honesty, transparency and ethical behaviour
- F. **INNOVATION AND FLEXIBILITY** Members are open to new ideas and improvements and encourage the broadening of knowledge and skills
- G. **GOOD GOVERNANCE** Members are committed to enhancing and maintaining the rule of law in an environment of transparency and accountable decision-making
- H. **RULE OF LAW** Immigration authorities are first and foremost the enforcement agency of the government ensuring the security of the border, and function best in an environment of the legitimate rule of law
- I. **LEADERSHIP** Leaders in immigration influence others into action by doing what is right first time and all the time through all the above values

Situational Analysis

This Strategic Plan takes into account a number of common policy drivers for PIDC Members in the region.

Need for Modernisation and Reform

With the rapidly changing global environment, concerns regarding transnational crime and security, the need to drive trade, investment and labour for economic growth, more demands are being placed on immigration agencies across the globe. With the growth in travel, international migration due to labour, tourism, and growing carrier capability, immigration agencies are required to become more effective and efficient in order to meet their national responsibilities.

Limited Public Sector Resources

Due to limited resources available to PICTs, there is always a need to ensure that public sector administrations operate as efficiently as possible. As such, administrations always seek to reduce costs, improve services, and better manage resources. This is especially true for immigration agencies given the estimated annual growth of travellers coming into the region while for most agencies there has been no corresponding growth in number of border staff to manage their arrivals.

National Economic Development Priorities

While law enforcement and border management have long been the core business of immigration agencies, there has been a growing recognition of the importance of public / private sector partnerships to drive economic growth in the PICT region¹. This has resulted in a need to shift law enforcement culture by promoting collaboration with private sector stakeholders to facilitate and streamline border activities such as visa control for investors, skilled labour and supporting seasonal worker schemes.

National and Sectoral Planning

Most PICTs have adopted a development model based on identifying domestic priorities through national and sectoral development plans. Most PICTs do not have a cohesive migration policy and immigration issues are not contained in national development plans. PIDC Members need to ensure that migration and immigration issues are mainstreamed through the development of formal domestic policies or inclusion in national and sectoral development plans to support economic drivers such as tourism and labour mobility.

Growth in Tourism

Tourism is a rapidly expanding industry for PICTs with Palau currently reporting 50% of its work force linked to tourism and hospitality². With an estimated 1.6 million travellers moving through the PICT region in 2014 and an annual growth of 4.5% of travellers, tourism remains an industry for the future³. Key issues are the rapidly growing Chinese Tourism market that

¹ Asian Development Bank, *Pacific Private Sector Development Initiative: A Decade of Reform Annual Progress Report 2015-2-16*, 30-35.

² World Bank Group, *Pacific Possible*, 25.

³ World Bank Group, *Pacific Possible*, 25.

is set to capture about 25% of the regional market by 2040⁴, and the need to develop tourism related labour to enhance national competitiveness. While importing tourism and hospitality skilled labour will be a priority for many PICTs, the possible introduction of long term retiree tourist markets will also see the need to improve health and other service related sectors as well⁵.

Labour Mobility

Labour Mobility remains an increasingly important economic contributor to PICTs providing opportunities for low-skilled and medium-skilled workers. Seasonal worker schemes provide a triple win situation delivering significant financial gains for the migrant workers, sending governments and receiving countries. Current priorities include possibly expanding available worker opportunities and schemes to provide more economic benefits. Examples include the possible introduction of (i) working holiday maker programs; (ii) introduction of Korea's Employment Permit System (EPS); (iii) expansion of Australia and New Zealand's temporary skill visas and seasonal worker schemes; and (iv) a proposed new aged-care program⁶.

ICT Revolution

The ICT is a fast-growing sector for PICTs with rapid penetration of mobile and internet services and access to mobile phones for PICT citizens looking to result in faster and cheaper Internet services for PIDC Members. As web access grows in the region, PICT use of internet for transactions such as accessing information, transferring money, acquiring skills, and engaging with government agencies will also increase⁷. Surveys undertaken of PIDC Members highlight a limited online and website presence across the region. Immigration use of technology will continue to rapidly evolve with the increasing use of mobile applications and electronic passports to facilitate border processes.

Climate Change and Disaster Management

The Pacific Islands Region is known for its vulnerability to disasters and also the impacts of climate change. Scientists estimate that greenhouse gas emissions are on a path to a 3.5-4.0 degree Celsius (°C) warmer planet by the end of the century⁸ meaning that over the coming decades, tropical cyclones are expected to increase in intensity. Rising sea levels increase the risk of storm surges and will affect water lens impacting economic and habitability of islands⁹. Immigration agencies will need to identify how to best contribute where relevant to responses to these events moving beyond current roles of facilitating cross border movement of aid workers and permanently displaced persons.

Transnational Crimes and Threats

According to the latest regional transnational crime threat assessment undertaken by the Pacific Transnational Crimes Network, the Pacific Islands continue to be threatened by crime networks and groups. Trafficking in Persons, people smuggling, drug and gun trafficking,

⁴ World Bank Group, *Pacific Possible*, 27.

⁵ Ibid, 29.

⁶ Ibid, 36.

⁷ Ibid, 47.

⁸ World Bank 2014; UNEP 2016.

⁹ World Bank Group, *Pacific Possible*, 20.

criminal deportees and outlaw motorcycle gangs are all commonly identified issues in the region that PIDC will need to develop collaborative responses to with other law enforcement partner organisations¹⁰.

[The 2030 Agenda for Sustainable Development](#)

Endorsed in 2015, the Agenda identifies 17 Sustainable Development Goals (SDGs) which are now driving policy planning and implementation across the region as Members are required to report on their implementation. Migration is included under SDG Goal 10: reduced inequality within and among countries, through Target 10.7: to facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies. Also referenced in SDGs 4, 5, 8 and 16, migration is an area that PIDC Members will be required to report on when compiling national SDG implementation reports.

¹⁰ UNODC, *Transnational Organized Crime in the Pacific: A Threat Assessment*, 9.

Long Term Objectives:

In terms of longer term objectives, PIDC is seeking to ensure that the organisation and its Members are best placed to meet evolving national and regional circumstances and has noted a number of long term objectives to guide the development of Strategic and Annual Work Plans. Grouped into common themes the long-term objectives include:

National Coordination

- a) Appropriate immigration policies are developed for individual PIDC Members and their emerging situations
- b) National legislation is adaptable to current and evolving national and regional circumstances
- c) Members are aware of immigration for climate and disaster preparedness
- d) PIDC and its Members promote the value of integrity and encourage prosecution of corruption

Regional and International Coordination

- a) PIDC recognised as primary focal point and regional advocacy body on immigration matters including climate change

Border Management

- b) Members have appropriate skills and systems to manage identity integrity
- c) Members are able to manage overstayer processes
- d) Members are able to mitigate the risks of geographical isolation when controlling borders
- e) Members are able to make informed decisions on visa waiver agreements
- f) Members are able to manage irregular arrivals

Information Management

- a) Members are able to effectively and securely collect, analyse and share immigration data and information

Investment and Labour

- b) Members are able to facilitate the movement of labour across the Pacific
- c) Immigration agencies are able to support the design, negotiation and implementation of regional and international trade agreements for the Temporary Movement of Natural Persons
- d) PIDC Members are able to make informed policy decisions on implementing positive investment settings

Law Enforcement

- a) PIDC and Members are able to mitigate the risk of irregular migration in the region
- b) PIDC Members are able to effectively manage incoming and outgoing deportees through information sharing and advice
- c) PIDC and Members able to combat immigration related transnational crime
- d) PIDC and Members able to implement immigration prevention measures to contribute to global efforts to combat terrorism
- e) PIDC provides best practises for prevention and prosecution of migrant exploitation
- f) PIDC Members compliant with international conventions for prevention and combating of human trafficking and people smuggling

Regional Vision

The Pacific Island Leaders agreed in 2014 that the Pacific Vision was for a region of peace, harmony, security, social inclusion and prosperity, so that all Pacific people can lead free, healthy, and productive lives.

Vision and Mission Statement

The PIDC Vision is for safe and secure international movement of people for prosperous Pacific Communities.

The PIDC Vision is for secure international movement of people for safe and prosperous Pacific Communities. (possible alternate)

The PIDC Mission is to strengthen Pacific border integrity and promote economic prosperity through regional collaboration, modernisation, facilitating secure, seamless, and efficient international movement of people.

Implementation

PIDC as a community enables and supports Members to develop their organisations to best meet their national obligations and best support regional efforts as a Member of the international community by:

- a. creating proactive, adaptive, innovative, modern and **effective organisations**;
- b. developing informed, motivated, well trained and **high performing staff**;
- c. strengthening coordinated and integrated national **policies, processes and regulatory frameworks**; and
- d. creating strong and enduring **strategic partnerships** (cooperate, collaborate, integrate).

Programmes of work that the PIDC Board have agreed to push forward during the course of the strategic plan will be detailed in the implementation matrix. Cross-cutting programmes of work include legislation, policy, and data collection, analysis and information-sharing. With updated legislation and policy, data collection, analysis and information-sharing, many other aspects of preventing harm, prosperity and providing a centre of knowledge and expertise can be better actioned.

This plan provides an overarching strategic framework for PIDC, its Board and Secretariat to work towards over the next several years. While PIDC priorities will be reviewed annually by Members at the Regular Annual Meeting, the Strategic Plan will form the basis for PIDC Annual Work Plans, new programmes, and activities.

PIDC Strategic Objectives

1. Enhance national immigration border to contribute to international security.
2. Facilitate cross border travel to support social and economic development.
3. Collaborate to create effective national immigration agencies.

Key Activity Areas

- ONE: Strategic Partnerships and International Engagement
- TWO: Policy and Regulatory Frameworks
- THREE: Information and Intelligence Management
- FOUR: Institutional Strengthening and Capacity and Capability Development
- FIVE: Governance and Accountability

Key Activity Area One: Strategic partnerships and international engagement

KAA1 Goal: Members advance social and economic priority interests through collective action; establishing partnerships with national, regional and international agencies; and developing common standards, best practices and guidelines.

KAA1 Priority Objectives	Initiatives
1.1 Strengthen international partnerships and collaboration	<ol style="list-style-type: none"> 1. Enhance collaboration between Members and Partner Organisations. 2. Strengthen strategic engagement with Stakeholders. 3. Identify and secure new funding streams with development partners and partner organisations.
1.2 Strengthen border enforcement and security	<ol style="list-style-type: none"> 1. Strengthen integrated border security measures. 2. Enhance national enforcement and investigations capacity. 3. Promote identity integrity measures.
1.3 Support social and economic development	<ol style="list-style-type: none"> 1. Facilitate and support Labour Mobility and Migration processes. 2. Streamline visa application procedures and promote one stop shop processes.

Objectives	Initiatives	Regional Activities	National Activities	Proposed Indicators
1.1 Strengthen International Partnerships and Collaboration	1.1.1. Enhance collaboration between Members and Partner Organisations.	PIDC leads or supports national, regional, and international discussions on migration issues in the Pacific.	Members engage regularly in national, regional, and international fora on migration issues in the Pacific.	* PIDC through Board and RAM develops regional positions on key PIDC issues for collective and collaborative action.

		<p>PIDC identifies common issues and challenges to develop joint positions and responses.</p> <p>PIDC influences outcomes of fora to advance PIDC objectives and interests: <i>- contribute to discussions on border management, social and economic development, climate change, disaster management, and security.</i></p> <p>PIDC increases membership through reinstatement of suspended Members</p>		<p>* PIDC contributes to and leads regional discussions on border management and passenger facilitation.</p> <p>* PIDC support and/or technical expertise continues to be sought for regional and international fora to represent Members' and region's interests.</p> <p>* PIDC Suspended Members reinstated.</p>
	1.1.2. Strengthen strategic engagement with Stakeholders.	<p>Secretariat advances PIDC objectives and interests with key regional and international organisations.</p> <p>Secretariat forms national and regional partnerships to share information, develop common and integrated initiatives, and approaches.</p> <p>Secretariat develops model MoUs for Members to adapt for</p>	<p>Members formalise strategic partnerships to address priority issues.</p> <p>Members engage in partnerships with private sector, other PIDC Members, public sector stakeholders, and Secretariat.</p>	<p>* PIDC formalises strategic partnerships through MoUs with stakeholders to address priority issues.</p> <p>* Members hold joint collaborative activities with partner organisations.</p> <p>* Members engage in partnerships with</p>

		partnerships with private and public sector stakeholders.		private sector, other PIDC Members, public sector stakeholders, and Secretariat.
	1.1.3. Identify and secure new funding streams with development partners and partner organisations.	Secretariat actively engages with partner organisations. Secretariat strengthens strategic engagement with potential donors and development partners.	Members actively engage with development partners.	* New funding streams and resources engaged on behalf of Members.
1.2 Strengthen Border Enforcement and Security	1.2.1. Enhance national border security measures promoting an integrated Border Security approach.	PIDC supports national and regional border security coordination through regular discussion as a standing agenda item at RAM and Board Meetings. PIDC combats transnational crime with partner organisations by: a) supporting Members to strengthen passenger clearance processes; b) supporting law enforcement intelligence, profiling and risk	Members strengthen national passenger clearance processes aligned to international standards and best practices by: a) introducing a risk-based approach using intelligence and profiling to identify high risk travellers; b) promoting use of automated border management systems to support border clearance functions; c) reviewing passenger clearance, visa and permit, and identity	* Members review and align passenger clearing processes with international standards and best practices (Annex 9 of the Convention on International Civil Aviation). * Members introduce a risk-based approach where appropriate. * Detailed report on ABMS developed for

		<p>management capacity building;</p> <p>c) developing model contingency plans and responses to irregular migration;</p> <p>d) developing Best Practices on how to manage porous borders and geographically isolated locations; and</p> <p>e) Secretariat ensuring Members remain briefed on new international obligations that impact immigration operations.</p> <p>Secretariat to explore options for making Automated Border Management Systems and new technological tools more affordable to Members.</p> <p>PIDC engages with international agencies to develop processes to manage arrival of stateless and permanently displaced persons.</p>	<p>document security processes on a regular basis;</p> <p>d) undertaking an annual national threat assessment; and</p> <p>e) strengthening processes to manage porous borders and geographically isolated locations.</p> <p>Members reduce irregular migration streams by simplifying regular migration processes.</p> <p>Members understand impact, effect and risks of visa waiver agreements and share information to support visa waiver decisions.</p>	<p>Member administrations.</p> <p>*Members develop national threat assessments to identify priority threats.</p> <p>*High proportion of legal arrivals vs interdictions.</p>
	1.2.2. Enhance Enforcement and Investigations	Secretariat supports Members to undertake human trafficking and	Members build law enforcement capacity and expertise related to investigations, questioning,	* Human trafficking and people smuggling

	operational capacity.	<p>people smuggling prevention and prosecution activities.</p> <p>PIDC supports information sharing on and develops activities to combat Human Trafficking and People Smuggling.</p> <p>PIDC supports Members seeking to sign up to international conventions combating human trafficking and people smuggling.</p> <p>PIDC builds awareness on human trafficking and people smuggling.</p>	<p>arrests, prosecution, detentions, removals, and turnarounds.</p> <p>Members develop collaborative inter-agency partnerships to combat transnational crime.</p> <p>Members sign up to international conventions combating human trafficking and people smuggling.</p>	<p>training activities provided.</p> <p>* Joint anti-human trafficking and people smuggling activities developed.</p> <p>* Members sign up to international conventions combating human trafficking and people smuggling.</p>
	1.2.3. Promote identity integrity measures.	<p>Secretariat researches cost-effective technology to support efforts to manage identity integrity.</p> <p>PIDC continues to promote and support delivery of training on document examination and facial recognition.</p> <p>PIDC shares knowledge and experiences on benefits and</p>	<p>Members aware of role for combating transnational crime and terrorism.</p> <p>Members partner with national agencies to capture data and analyse trends to support efforts to combat transnational crime and terrorism.</p> <p>Members establish secure identity integrity systems and remain updated on current travel</p>	<p>* Members continue to benefit from identity related training such as IBCP DEPA and PRIIP.</p> <p>* Members review national identity security measures.</p>

		impacts of introducing new technology such as e-passports.	document and visa security features.	
1.3 Promote social and Economic Development	1.3.1. Facilitate and support Labour Mobility and Migration processes.	<p>PIDC develop best practises on labour law/policy and migrant exploitation for Members.</p> <p>Secretariat provides policy support and technical assistance to Members to promote labour mobility and manage intra-regional movement.</p> <p>Secretariat attends regional fora on labour mobility and identifies and briefs Members on possible implications.</p>	<p>Members adopt best practices for managing foreign labour domestically.</p> <p>Members contribute to national policy discussions on labour mobility.</p> <p>Members align domestic processes to support Labour Mobility Provisions under trade agreements such as PACER PLUS and WTO.</p> <p>Members develop processes to meet SDGs and Global Compact Outcomes.</p>	<p>* Secretariat develops immigration best practices on how to manage foreign labour.</p> <p>* Secretariat attends and supports PLMAM.</p> <p>* Secretariat engages regularly with PIFS and ILO on Pacific Islands labour mobility issues.</p>
	1.3.2. Streamline visa application processes and promote one stop shop processes.	<p>PIDC develops regional and national activities to facilitate and streamline issuing of visas.</p> <p>PIDC to build capacity of Members to develop national policies to streamline and facilitate visa and permit</p>	<p>Members review processes to streamline, standardise, reduce costs, and facilitate visa applications promoting 'one stop shop' approaches for work, investor visas, and permits.</p> <p>Members promote a culture shift towards supporting private</p>	<p>* Members streamline processes and develop one stop shop processes.</p> <p>* National visa forms made available online.</p>

		<p>processes for tourists, investors, and entrepreneurs.</p> <p>Secretariat to research current policy trends for issuing investor migrant visas in the region.</p> <p>PIDC supports Members to increase online presence.</p> <p>PIDC promotes integrated border management and one stop shop approaches.</p>	<p>sector where possible to enhance national competitiveness on the global stage.</p> <p>Members hold regular discussions on activities to facilitate and streamline issuing of investor and tourism visas.</p> <p>Members develop national public and private sector consultation groups to review passport and visa issuing, passenger processing and other relevant processes to determine how to improve facilitation while maintaining appropriate security.</p> <p>Members make forms and processing available online through establishment of websites.</p>	
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Key Activity Area Two: Policy and Regulatory Frameworks

KAA2 Goal: To support Members develop modern, robust and streamlined Immigration Policies and Legal Frameworks aligned to International Standards and Best Practices and appropriate to national circumstances.

KAA2 Priority Objectives	Strategies
2.1 Develop national Immigration Policies	<ol style="list-style-type: none">1. Develop and consolidate national Immigration Policies.2. Mainstream migration policy concerns and opportunities into national development and sectoral planning processes.3. Strengthen national agency capacity to undertake evidence-based immigration policy reform.
2.2 Strengthen and modernise Regulatory Frameworks	<ol style="list-style-type: none">1. Align legislation with International Standards and Best Practices (as contained in PIDC Model Policy and Legislative Framework provisions).2. Standardise common immigration terms and legal principles.
2.3 Develop modern and streamlined Standard Operating Procedures (SOPs)	<ol style="list-style-type: none">1. Develop robust streamlined SOPs in priority immigration activities.2. Promote use of innovative and new modern techniques, technology, and procedures.3. Maintain updated Regional Model SOPs as a regional resource.

Objectives	Strategies	Regional Activities	National Activities	Proposed Indicators
2.1 Develop national	2.1.1. Develop and consolidate national	Secretariat strengthens national capability to manage immigration reforms.	Members develop National Action Plans for Strategic Planning period that:	* Members develop National Action Plans.

Immigration Policies	Immigration Policies.		(a) aim to consolidate or develop clear Immigration Policies through national planning processes; (b) establish national political commitment to develop policy reforms through awareness programmes; and (c) identify national and regional immigration champions.	* Members develop national Immigration Policies.
	2.1.2. Mainstream migration policy concerns into national development and sectoral planning processes.	Secretariat supports Members to contribute to development of national and sectoral development plans. Secretariat provides guidance on effective engagement processes including through the use of a national communication plan and media.	Members mainstream and prioritise immigration policy issues through: (a) national and sectoral plans; (b) development partner agreements (especially in relation to security, labour, tourism, and economic development); and (c) raising public awareness on immigration activities including through the use of media.	* National and sectoral plans reflect immigration priorities.

	2.1.3. Strengthen national agency capacity to undertake evidence-based immigration policy reform.	Secretariat strengthen Members' research and policy development capacity to manage and drive immigration reforms.	Members prioritise developing research and analysis capacity to determine reform impacts and cost-benefit analysis.	<p>* Trainings provided on cost-benefit analysis and research.</p> <p>* Secretariat develop common research methods for immigration activities for use by PIDC Members.</p>
2.2 Build modern Immigration Regulatory Frameworks	2.2.1. Align legislation with International Standards and Best Practices (as contained in PIDC Model Policy and Legislative Framework provisions).	<p>PIDC supports:</p> <p>(a) National Regulatory Framework review against PIDC Model Policy and Legislative Framework; and</p> <p>(b) drafting of amending provisions through partnerships with New Zealand Parliamentary Counsel (through MBIE) and PIFS.</p> <p>Secretariat reviews and updates PIDC Regional Model Policy and Legislative Framework.</p>	<p>Members review National Regulatory Framework against national immigration priorities and international obligations.</p> <p>Members establish national and regional political commitment to develop legislative reforms through awareness programmes.</p>	<p>* Members review national immigration legislation to identify gaps with regional and international standards and best practices.</p> <p>* Members draft amending provisions based on regulatory framework review.</p>

		Secretariat engages with providers of technical assistance to maintain legislative support for Members.		
	2.2.2. Standardise common immigration terms and legal principles.	PIDC develops Common Immigration Terms and Concepts Glossary.	Members look to standardise where relevant common immigration terms and principles.	* PIDC develops glossary to accompany Model Legislative Framework definitions.
2.3 Modernise and streamline Immigration Standard Operating Procedures	2.3.1. Develop robust streamlined SOPs in priority immigration activities.	<p>Secretariat supports Members to develop national SOPs based on Regional Model SOPs.</p> <p>Secretariat develops regional education/awareness-raising programme on priority immigration areas.</p>	<p>Members develop appropriate SOPs aligned to policies and legislation on:</p> <ul style="list-style-type: none"> - <i>removals and returnees/criminal deportees,</i> - <i>intelligence development,</i> - <i>profiling,</i> - <i>trafficking in persons,</i> - <i>people smuggling,</i> - <i>passenger processing, and</i> - <i>investigations.</i> <p>Members undertake internal SOP audits to identify gaps and determine performance baselines.</p>	* Members introduce priority immigration SOPs at the national level aligned to Regional Model SOPs.

	2.3.2. Promote use of innovative and new modern techniques, technology, and procedures.	<p>PIDC engages with vendors and Members to identify relevant modern techniques, technology, and procedures, and informs Members.</p> <p>Secretariat engages with vendors and Members to identify possible website and mobile applications to support Members' activities.</p>	Members incorporate into SOPs innovative and modern techniques, technology, and procedures (including possible web based and mobile functionality including use of social media).	<p>* Regular reports on new and modern technology shared amongst Members at RAM.</p> <p>*New PIDC initiatives and activities consider new technology including web based and mobile functionality.</p>
	2.3.3. Maintain updated Regional Model SOPs as a regional resource.	Secretariat review regional Model SOPs to ensure continued relevance as a regional resource for Members.		* Secretariat maintain, update and expand Regional Model SOPs.

Key Activity Area Three: Information and Intelligence Management

KAA3 Goal: Enhance Members' decision making at all levels through better collection, storage, analysis, sharing and use of immigration information, intelligence, and research.

KAA3 Priority Objectives	Strategies
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3.1 Strengthen Information and Intelligence collection and sharing amongst Members and Stakeholders	<ol style="list-style-type: none"> 1. Strengthen Information and Intelligence Network and information sharing. 2. Strengthen national immigration data collection (key enforcement, economic and statistical information). 3. Establish PIDC Regional Profiling Group. 4. Maintain ISWG to drive information exchange and reform.
3.2 Strengthen immigration research to support operations and provide strategic direction	<ol style="list-style-type: none"> 1. Advance systematic and planned research to support national and regional immigration planning and decision making.

Objectives	Initiatives	Regional Activities	National Activities	Proposed Indicators
3.1 Strengthen Information and Intelligence Collection and Sharing amongst Members and Stakeholders	3.1.1. Strengthen Information and Intelligence Network and information sharing.	<p>PIDC formalises Information and Intelligence Network and supports initiatives to implement in order to combat transnational crime and terrorist activities.</p> <p>PIDC signs regional MoU for information sharing.</p> <p>PIDC continues to engage with partner law enforcement agencies.</p> <p>PIDC establishes regional Contact Points Network for</p>	<p>Members establish/ formalise information sharing procedures to support all enforcement activities.</p> <p>Members support Accredited Contact Points Network for secure sharing of information.</p> <p>Members contribute regularly to PIDC Information and Intelligence Network services and products.</p>	<p>* Members contribute regularly to Alerts System, Monthly Intelligence Bulletins, and Annual Collection Plan (NIL Reporting included).</p> <p>* PIDC continues to produce and distribute Alerts, Monthly Intelligence Bulletins, and Annual Collection Plan (NIL Reporting included).</p> <p>*Contact Points Network established and national</p>

		<p>secure sharing of information.</p> <p>Secretariat analyses regional immigration law enforcement threats to support development of PIDC responses.</p> <p><i>- through delivery of Alerts, Monthly Intelligence Reports, Bulletins, and Annual Irregular Migration Reports.</i></p>		<p>contacts accredited and trained.</p> <p>* Members have legal framework to support information sharing.</p> <p>*PIDC signs regional MoU for information sharing.</p>
	3.1.2. Strengthen national immigration data collection (key enforcement, economic, and statistical information).	<p>PIDC develops Regional and National Information Collection Plan priorities.</p> <p>Secretariat supports training and capacity building for Members to resolve identified gaps.</p> <p>Secretariat supports Members to improve collection of national statistics.</p>	<p>Members identify information collection data gaps.</p> <p>Members establish methods of effectively collecting and storing data.</p> <p>Members build capability in the storage, analysis, and extraction of data.</p> <p>Members share information with Stakeholders and look to establish and support inter-agency strategic,</p>	<p>*Members with Secretariat support able to securely collect, store and analyse data for national immigration purposes.</p> <p>*Members able to securely collect, store and analyse data related to passenger processing and prevention of irregular migration, transnational crime and terrorist activities.</p>

			operational, and tactical CLAGs such as TCUs. Members ensure policies and legal provisions for data and information sharing are in place <i>- for immigration priorities such as passenger clearance, national statistics on international travel, and deportee management.</i>	* Members support PIDC annual report on irregular migration.
	3.1.3. Establish PIDC Regional Profiling Group.	Secretariat supports and facilitates activities of profiling group.	Members establish a profiling function/ process supported by PIDC intelligence products, alerts, and profiling group.	* PIDC establishes Profiling Group. * Members have national profiling function operational.
	3.1.4. Maintain ISWG to drive information exchange and reform.	Secretariat supports ISWG activities. PIDC reviews ISWG to determine continued need.	Members of ISWG continue to support activities.	* ISWG meets and develops recommendations for Members to consider at RAM.
3.2 Strengthen immigration research to support operational	3.2.1. Advance systematic and planned research to support national	PIDC develops annual Research Plan. Secretariat undertakes quality research on emerging	Members support annual PIDC Research Plan. <i>- identify appropriate priority issues, endorse annual Research</i>	* Research products on law enforcement and economic development training published and made available to

decision making and strategic direction	and regional immigration planning and decision making.	<p>patterns and trends in priority immigration areas.</p> <p><i>- areas of research include irregular migration, law enforcement, counter terrorism, disaster resilience, climate change, human trafficking, people smuggling, migrant exploitation, criminal deportees, and labour mobility.</i></p> <p>Secretariat collects and acts as a repository of immigration information.</p>	<p><i>Plan, and provide accurate responses.</i></p> <p>Members collect information about irregular migration in the Pacific.</p> <p>Members establish electronic automated data collection and analysis systems for priority information fields.</p>	<p>Members and Stakeholders.</p> <p>*Research programme developed annually based on PIDC priorities.</p>
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Key Activity Area Four: Institutional Strengthening, and Capacity and Capability Development

KAA4 Goal: Members act collectively to set standards, best practices, guidelines and common approaches and establish partnerships with key national, regional and international agencies and fora to contribute to security and socio-economic outcomes.

KAA4 Priority Objectives	Initiatives
4.1 Strengthen Members' and Secretariat's Institutional Capacity	<ol style="list-style-type: none"> 1. Build National Immigration Administrative capacity. 2. Invest in developing Immigration Leadership Group. 3. Build a strong professional corporate culture. 4. Strengthen Secretariat capacity to support Members.

4.2 Coordinate and deliver Capacity Building and Training for PIDC immigration officers	<ol style="list-style-type: none"> 1. Support development of national induction and basic immigration training. 2. Coordinate and support delivery of priority intermediate and advanced immigration training. 3. Facilitate training and secondments for intra-PIDC knowledge sharing. 4. Build a strong cadre of immigration subject matter experts and trainers.
4.3 Develop and implement Regional Standards and Best Practices	<ol style="list-style-type: none"> 1. Set Regional Standards and Best Practises to standardise approaches in priority immigration areas. 2. Establish regional immigration technical groups (formal or informal such as Committees and Working Groups) to develop, update, and validate specific regional PIDC standards and best practises.

Objectives	Initiatives	Regional Activities	National Activities	Proposed Indicators
4.1 Strengthen Members' Institutional capacity	4.1.1. Build National Immigration Administrative capacity.	<p>Secretariat support Members in strengthening administrative structures and processes.</p> <p>Secretariat provides operational support to PIDC Members where there is a lack of capacity or resources.</p>	<p>Members strengthen institutional capacity through development of Corporate and Strategic Plans:</p> <ul style="list-style-type: none"> - <i>to determine core business, appropriate organisational structure, Human Resource development plans, and budget and resourcing plans; and</i> - <i>aligned to international agreements (including Chicago Convention, 2030 Agenda, and</i> 	<p>* Members develop corporate and strategic plans.</p> <p>*Members form high level inter-agency border management committees.</p>

		<p>Secretariat provides/ coordinates emergency support to immigration agencies when faced with natural disasters i.e. document capability and temporary loss of facilities.</p> <p>Secretariat supports Members to comply with international obligations.</p> <p>PIDC develop model MoUs/ ToRs for inter-agency border management committees.</p>	<p><i>PACER Plus) National and Sectoral Development Plans and development partner agreements.</i></p> <p>Members consider forming high level inter-agency border management committees.</p>	
	4.1.2. Invest in developing Immigration Leadership Group.	PIDC prioritise leadership training.	Members invest in increasing effective leadership group and high-level champions.	<p>* Members identify potential organisational leaders for further training.</p> <p>* Leadership and executive training provided to Members.</p>
	4.1.3. Build a strong professional corporate culture.	Secretariat provide training package for organisational reform, continuous	Members develop a culture prioritising excellence, integrity, continuous improvement, and risk management.	* Members develop national professional standards and performance measures.

		improvement, and risk management.	Members establish professional standards and performance measures.	<p>* Members institutionalise principles of continuous improvement and risk management.</p> <p>* Training provided to PIDC Members on strategic planning, budgeting, continuous improvement, and risk management.</p>
	4.1.4. Strengthen Secretariat capacity to support Members.	<p>Secretariat upskill itself and build capacity to coordinate provision of technical support to Members.</p> <p>Secretariat able to provide high level strategic advice to Members.</p>	Members identify key areas of support required through Secretariat.	<p>* Secretariat staff training undertaken to meet Members' identified priority needs.</p> <p>* Secretariat remain engaged with partner organisations to determine priority regional and international issues.</p>
4.2 Coordinate and deliver Capacity Building and	4.2.1. Develop national capacity for induction and basic immigration training.	PIDC develop model curriculum and model modules for induction and basic level training.	Members identify national skills, gaps, and prioritise training areas.	* PIDC Members develop national training curriculums.

Training Programme		<p>Secretariat support Members to adapt and introduce model curriculum, induction, and basic level training modules.</p> <p>Secretariat undertake training needs analysis every two years to identify priority skills gaps and immigration priority areas.</p>	Members establish training for basic induction skills and knowledge training.	* Regional Model induction and basic training modules developed/ made available to Members.
	4.2.2. Coordinate and support delivery of priority intermediate and advanced immigration training with formal accreditation where possible.	<p>Secretariat coordinate delivery of intermediate and advanced training and capacity building activities to Members.</p> <p>- <i>Areas currently include: border management, document examinations, counter document fraud, investigations and intelligence, risk-profiling, monitoring and reporting, visa systems, international migration law, and human rights.</i></p> <p>- <i>Secretariat to develop accredited training</i></p>	Members develop experts and trainers in specific immigration fields.	<p>* Intermediate and advanced subject matter training activities provided to Members.</p> <p>* Accredited training packages secured for PIDC Members.</p>

		<p><i>courses and provide as part of PIDC Capacity Building Programme.</i></p> <p>PIDC establishes accredited training track with partner academic institutions.</p>		
	4.2.3. Facilitate Training and Secondments for intra-PIDC knowledge sharing.	<p>Secretariat continues to engage with development partners and partner organisations to explore possible additional training opportunities.</p> <p>Secretariat runs secondment programme.</p> <p>Secretariat promotes equal training of women officers.</p>	Members identify and undertake secondments in priority immigration areas.	<p>* Secondments undertaken.</p> <p>*Training skills and knowledge retained.</p> <p>*Training effectiveness and relevance evaluated.</p> <p>*Percentage of women trained.</p>
	4.2.4. Build a strong cadre of immigration subject matter experts and trainers.	<p>PIDC formalises PIDC Training Strategy.</p> <p>Secretariat promotes a 'Centres of Excellence' approach with Members becoming regional experts</p>	Members adopt a 'Centres of Excellence' approach where Members focus on developing high level experts in specific immigration areas that can support future PIDC capacity building activities.	<p>* PIDC Training Strategy endorsed and implemented.</p> <p>* Train the Trainer programmes delivered.</p>

		<p>in specific immigration areas.</p> <p>PIDC develops inhouse pool of Immigration Subject Matter experts and trainers through a 'Train the Trainers' approach to support PIDC training activities.</p>	Members invest in training Immigration Subject Matter experts and trainers.	* Specific immigration experts identified and trained.
4.3 Develop and implement Regional Best Practices and Standards	4.3.1. Set Regional Standards and Best Practices to standardise approaches in priority immigration areas.	<p>PIDC develops Regional Standards and Best Practices in priority immigration areas.</p> <p><i>- possible areas include profiling, passenger processing, document examination, detention and removal, removal and arrival of overstayers and criminal deportees, and disaster response and risk management.</i></p>	Members adapt Regional Standards and Best Practices as appropriate in priority immigration areas.	*Members develop and adapt Regional Standards and Best Practices as appropriate in priority immigration areas.
	4.3.2. Establish regional immigration technical groups (formal or	Secretariat support establishment of technical groups to develop / update	Members consider forming technical groups to develop/update regional	* Members' technical groups formed and ToR endorsed to develop / update regional

	informal such as Committees and Working Groups) to develop, update, and validate specific regional PIDC standards and best practices.	regional PIDC Standards and Best Practices.	immigration PIDC Standards and Best Practices.	immigration PIDC Standards and Best Practices.
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Key Activity Area Five: Governance and Accountability

KAA5 Goal: The Secretariat and Board develop and implement transparent and robust budgeting and reporting governance processes remaining accountable to Members on the activities and administration of the PIDC; and Members look to develop and implement transparent and robust governance models and processes for improved governance, planning, monitoring, and reporting to create effective national immigration agencies.

KAA5 Priority Objectives	Initiatives
5.1 Strengthen Secretariat and Board governance and accountability to Members	<ol style="list-style-type: none"> 1. Financial and administrative approval processes in place and complied with in a timely manner. 2. Accredited auditors monitor compliance with relevant national laws of the host country. 3. Financial reports provided on a regular basis to Board and Members.
5.2 Strengthen Members' Governance and Accountability measures	<ol style="list-style-type: none"> 1. Conduct Peer review of Members governance and accountability models. 2. Update PIDC immigration Model Codes of Conduct.

	3. Support Members to implement Governance and Accountability.
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Objectives	Initiatives	Regional Activities	National Activities	Proposed Indicators
5.1 Strengthen Secretariat and Board governance and accountability to Members	5.1.1. Financial and administrative approval processes in place and complied with in a timely manner.	<p>Board and Secretariat maintain robust transparency and accountability provisions.</p> <p>Board and Secretariat provide regular and timely reporting to Board and Members.</p> <p>Board and Secretariat adhere to Foundation document provisions for transparent running of organisation.</p> <p>Secretariat undertake annual review of governance and accountability provisions contained in Foundation documents.</p>	Members remain appraised of PIDC's financial situation.	<p>* RAM held to share information and develop responses to common challenges.</p> <p>*PIDC Secretariat able to fulfil its work plan.</p> <p>*Regular governance and financial reports submitted to RAM and Board.</p> <p>*Issues raised in governance and financial reports actioned and activities undertaken reported to RAM and Board.</p> <p>*RAM Sessions used to regularly workshop and discuss key challenges and priorities.</p>

	5.1.2. Accredited auditors monitor compliance in line with relevant national laws of the host country.	Board and Secretariat to ensure appropriately experienced auditor engaged to audit PIDC accounts. Secretariat ensure audited reports provided to the Board in a timely manner.	Members remain appraised of issues raised by PIDC's auditor reports and responses undertaken.	* Secretariat submit PIDC's auditor reports and responses undertaken to RAM and Board meetings.
	5.1.3. Financial reports provided on a regular basis to Board and Members.	Secretariat provide regular financial reports to Members through the Board.	Members have access to regular financial reports from the Secretariat through the website and Board.	*Financial reports from the Secretariat made available through the website and Board.
5.2 Strengthen Members' Governance and Accountability measures	5.2.1. Conduct Peer Review of Members' Governance and Accountability measures.	Secretariat support peer review process programme.	Members undertake mutual peer review of governance and accountability models.	* Members' mutual peer review missions undertaken.
	5.2.2. Develop national immigration	Secretariat update Model Immigration Code of Conduct for Members to adapt as required.	Members develop and apply robust institutional codes of conduct.	* PIDC Model Immigration Code of Conduct updated for Members to adapt as required.

	Codes of Conduct.	Secretariat support introduction of national codes of conduct upon request.		<p>*Members' staff aware of codes of conduct.</p> <p>*Members' codes of conduct displayed in a prominent area visible to staff and public in offices.</p>
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