



Agenda item 8: PIDC Strategic Plan 2022 – 24 Development Update

Proposed Recommendations

The Board is invited to:

- (a) **note** the Draft PIDC Strategic Plan 2022 - 24 that will be presented by the Secretariat for its consideration;
 - (b) **consider** the proposed timeframes for the consideration and endorsement of the Strategic Plan; and
 - (c) **task** the Secretariat in consultation to advance the finalisation of the draft plan by January 2022.
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Purpose

The purpose of this paper is to provide an update on the development of the PIDC Strategic Plan 2022-24.

Background

2. The current PIDC Strategic Plan is in its final year of operation and the organisation has been working to develop the new Strategic Plan 2022 – 2024 with the support of a Consultant. To maintain the momentum of the activities undertaken under the current Strategic Plan, the Secretariat had undertaken an extensive regional consultation exercise engaging with members and partner stakeholders.

3. The text for the new draft plan will be submitted for initial discussion with the PIDC Board when it meets with the Secretariat and then disseminated for Members to review and consider. Based on the feedback received from Members, the Secretariat will revise the draft and then circulate to the Membership for its endorsement out of session by January 2022.

4. In developing the draft Strategic Plan, one hundred and fifty-six responses were received from Member states, external stakeholders and the Secretariat over a six-week consultation period. The workshops, surveys, bilateral consultations and subsequent analysis identified commonly occurring thematic issues, challenges and opportunities where core thematic elements were generally consistent with current operations.

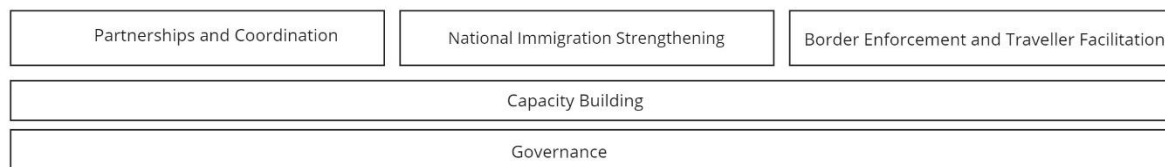
First Draft Strategic Plan Framework 2022 – 24

5. In summary, the new Strategic Plan is an evolution of the previous strategic planning frameworks. While the activities have been set up in terms of Members' current priorities, they generally remain consistent with previous themes except for the introduction of new areas of work linked to COVID-19 and pandemics.

6. The draft Strategic Plan contains three proposed core delivery pillars: (i) Partnership and Coordination; (ii) National Immigration Strengthening; and (iii) Border Enforcement and

Traveller Facilitation. These represent the core activities of Members' and their regional and international interests. They also represent the areas we can collaborate and where the PIDC Secretariat can provide direct support. These are supported by the two core pillars of (i) Capacity Building; and (ii) Governance. These core pillars enable and further the ability to implement the three delivery pillars.

Figure 1: Strategy overview



7. For each pillar, the Strategic Plan provides a programme summary table that links context, assumptions, stakeholder, and approaches to short- and long-term outcomes. These are not work plans but provide an illustration of how the proposed activities connect to the desired outcomes.

Next steps

8. The Secretariat will present the draft plan to the Board at its meeting for its initial consideration before circulation to the wider membership. The following timeframes are being proposed for the Board to consider going forward:

- (a) Board presented with the draft Strategic Plan on 2 December 2021 and to provide comments regarding the draft Strategic Plan by 8 December 2021;
- (b) Revised draft Strategic Plan to be circulated to Members for initial comments on 9 December 2021 with comments to be received by 15 December 2021 (ZOOM Online meeting hosted by the Secretariat to be held to discuss key issues raised by Members); and
- (c) Secretariat to further revise the draft Strategic Plan and disseminate revised document for Members to consider endorsing out of session by 14 January 2022.