



Agenda Item 6(b)(i): Draft PIDC Strategic Plan 2026-2028/30

Purpose

This paper presents proposed revisions to the PIDC's Vision, Mission, Objectives, and Strategic Focal Areas for consideration by the Board as part of the Strategic Plan review process.

Background

2. Following the Board's endorsement of the Strategic Plan review in November 2024 and subsequent planning workshop discussions, members provided feedback identifying a range of strategic, operational, and thematic gaps in the current strategic framework. This included suggestions to revise the Vision and Mission to better reflect PIDC's evolving role as a regional leader in immigration management, and to ensure alignment with regional priorities such as the 2050 Strategy for the Blue Pacific Continent.

3. The attached revised Vision, Mission and Objectives document (**Appendix A**) outlines multiple options for rewording and restructuring these foundational elements to incorporate feedback from members. Proposed changes address themes such as ethical and lawful migration, regional cooperation, digital transformation, institutional resilience, and leadership in managing mobility and security risks.

4. In parallel, the attached Strategic Focal Areas for Discussion document (**Appendix B**) proposes both revised and new SFAs, taking account of member inputs and regional developments. These focal areas expand on traditional operational themes to include climate-linked mobility, human security, digital innovation, and the strengthening of PIDC's role as a thought leader in the Pacific immigration landscape.

Discussion Points

5. The Board is invited to consider and provide feedback on the following:

- (a) The suitability of the revised Vision and Mission options presented in Appendix A, including alignment with PIDC's values, mandate, and future direction;
- (b) The relevance and feasibility of the proposed revised and new Strategic Objectives;
- (c) The appropriateness of the revised and expanded Strategic Focal Areas listed in Appendix B, particularly the addition of Digital Innovation, Migration and Human Security, and Strategic Foresight as standalone priorities;
- (d) How the Vision, Mission, Objectives and Focal Areas can be consolidated into a coherent strategic framework for the 2026–2030 Strategic Plan.

Proposed Recommendations

The Board is invited to:

- Review and provide direction on the preferred Vision and Mission options;
- Endorse, in principle, the revised Strategic Objectives and updated Strategic Focal Areas; and
- Instruct the Secretariat and Strategic Planning Advisor to incorporate feedback into the next draft of the Strategic Plan for circulation.

Appendix A: Strategic Framework for Further Discussion

Strategic Framework Revisions for Further Discussion

1. Vision
2. Mission
3. Objectives

Scope for Revising the Vision

Current Vision:

Secure international movement of people for safe and prosperous Pacific Communities.

Feedback and Gaps Identified

- Ambiguity in use of ‘international’– suggestion to clarify whether PIDC’s scope is regional or global.
- Desire to reflect PIDC’s ownership by members and position as a regional leader in immigration.
- Calls to include references to ethics, legitimacy, and the unpredictability of migration flows.
- Requests to embed concepts like security, orderly migration, and lawful movement.

Possible options for revised VISION

Option 1: Regional Security and Ethical Migration

A secure and ethical Pacific migration system that safeguards borders, protects people, and promotes regional prosperity

Emphasis:

- Security and ethics
- Regional focus
- Inclusive development

Option 2: Leadership and Adaptability

The Pacific’s leading voice on migration: fostering lawful movement, regional cooperation, and resilience in a changing world

Emphasis:

- PIDC as a leader
- Regional cooperation
- Adaptability to migration trends

Option 3: Lawful and Orderly Mobility

A region where lawful, safe, and orderly migration strengthens Pacific security, community wellbeing, and economic opportunity

Emphasis:

- Alignment with international frameworks (e.g., Global Compact on Migration)
- Human-centred and lawful mobility
- Development and wellbeing

Option 4: Digital and Collaborative Pacific Future

A digitally enabled, secure and collaborative Pacific where migration is managed with integrity, innovation, and shared purpose

Emphasis:

- Technology and digital transformation
- Regional collaboration
- Values-driven migration management

Scope for Revising the Mission

Current Mission:

Strengthen Pacific border integrity and promote economic prosperity through regional collaboration, modernisation, facilitating secure, seamless, and efficient international movement of people

Feedback and Gaps Identified

- Perceived as too broad and overly long.
- Modernisation and “seamless” may be redundant or unclear.
- Suggestions to emphasise technology and digitisation, irregular migration, and migration management.
- Desire for explicit reference to security, protection, and governance leadership.

Possible options for revised MISSION

Proposed Vision	Proposed Matching Mission
A secure and ethical Pacific migration system that safeguards borders, protects people, and promotes regional prosperity	To support Pacific Island Countries in building secure and ethical immigration systems through capacity development, regional partnerships, and coordinated action to prevent irregular migration and facilitate lawful movement
The Pacific’s leading voice on migration: fostering lawful movement, regional cooperation, and resilience in a changing world	To lead regional efforts in managing migration by strengthening policy, enhancing operational readiness, and promoting collaborative responses to emerging mobility, security, and labour challenges
A region where lawful, safe, and orderly migration strengthens Pacific security, community wellbeing, and economic opportunity	To facilitate safe, lawful, and people-centred migration by supporting members with policy guidance, information sharing, technical assistance, and coordinated enforcement measures
A digitally enabled, secure and collaborative Pacific where migration is managed with integrity, innovation, and shared purpose	To promote innovative and integrated migration governance by supporting digital transformation, intelligence sharing, and regional alignment with global standards across Pacific immigration systems

Scope for Revising the Objectives

Current Objectives:

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

Feedback and Gaps Identified

- Add ‘lawful’ to the objective on cross-border travel.
- Reflect the importance of information sharing, legislative reform, and intelligence.

- Reframe from “international security” to ‘regional security.’
- Integrate elements of leadership, inclusion, and resilience.

Possible options for revised Objectives

Vision + Mission Options Match	Related Revised Objectives
Option 1	<ol style="list-style-type: none"> 1. Strengthen national border security to prevent irregular migration and uphold regional peace and safety. 2. Facilitate lawful, ethical, and efficient cross-border movement to support economic development and human security. 3. Support member-driven immigration reform through training, policy guidance, and collaborative enforcement. 4. Enhance PIDC’s coordination role as a regional centre for immigration ethics, governance, and best practice.
Option 2	<ol style="list-style-type: none"> 1. Lead the development of responsive immigration policies that reflect evolving migration and security dynamics. 2. Promote and coordinate regional responses to labour mobility, climate-induced migration, and human trafficking. 3. Strengthen institutional capacity, leadership development, and national resilience in immigration management. 4. Position PIDC as a strategic regional and global partner for Pacific immigration affairs.
Option 3	<ol style="list-style-type: none"> 1. Facilitate lawful and orderly migration that balances mobility needs with national and regional security. 2. Enhance information sharing and interagency coordination to disrupt irregular migration and transnational crime. 3. Support inclusive migration policy development that protects vulnerable groups and promotes social cohesion. 4. Strengthen immigration systems to deliver timely services and safeguard the rights and welfare of migrants.
Option 4	<ol style="list-style-type: none"> 1. Drive digital modernisation of immigration systems, including border management, visas, and identity technologies. 2. Strengthen cross-border information and intelligence sharing through secure digital platforms. 3. Build member capacity to adopt and manage emerging technologies for smarter migration management. 4. Promote harmonisation of legal and operational frameworks in line with international obligations and regional goals.

Appendix B: Strategic Focal Areas for Discussion

Strategic Focal Areas for Discussion

The current four SFAs are:

- Partnerships and Coordination
- National Immigration Strengthening
- Enforcement and Traveller Facilitation
- Governance and Secretariat Support

While these remain broadly relevant, several *emerging policy areas* and *member feedback points* are not adequately reflected or require expanded focus:

Identified Gaps & Emerging Needs	Source	Implications
Need to explicitly address irregular migration, human trafficking, and climate-induced displacement	Member feedback; current strategic context	These require stronger emphasis beyond the current enforcement framing.
Strong desire for digital transformation and technological innovation	Revisions document Option 4	Digital border systems, identity technologies, and secure data platforms merit a standalone or integrated SFA.
PIDC's role as regional thought leader and voice on migration	Feedback on mission/vision	A clearer mandate on policy leadership, coordination of regional standards, and voice in global fora.
Emphasis on lawful, safe, and ethical migration aligned with international standards	Feedback on revised objectives	These concepts should be elevated and not subsumed under enforcement or facilitation.
Greater attention to institutional resilience, leadership development, and migration governance	Feedback across all revision options	These extend beyond technical capacity-building and could form their own thematic area.

Suggested Revisions

Expanded/Revised Existing SFAs

- **SFA 1: Partnerships, Leadership, and Regional Voice** – Expand from coordination to include PIDC's policy leadership and regional positioning
- **SFA 2: National Immigration Resilience and Governance** – Broaden capacity-building to include governance reform, inclusion, and leadership development
- **SFA 3: Secure and Lawful Migration Management** – Shift from generic enforcement to a more rights-based, intelligence-driven, and ethical framework
- **SFA 4: Digital Innovation and Border Modernisation** – Establish a distinct focus on technological systems, digital identity, and interoperable infrastructure

Introduce two new SFAs alongside the core four:

- **SFA 5: Migration and Human Security** – Address mobility linked to labour, climate change, displacement, and protection of vulnerable populations.
- **SFA 6: Knowledge, Research, and Strategic Foresight** – Enhance PIDC's capacity as a regional hub for immigration intelligence, research, and evidence-based planning.

