



**Agenda Item 8:           New Draft PIDC Strategic Plan 2026-28/30: Shaping our Regional Direction Together**

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**Purpose**

This paper presents an update on the proposed Strategic Focal Areas (SFAs) and associated deliverables for the PIDC Strategic Plan 2026–2030. It sets out an implementation-oriented framework to guide regional cooperation on immigration governance over the next strategic period.

**Background**

2.       Following the Board’s endorsement of the Strategic Plan review in November 2024 and the Strategic Planning Workshop held in early 2025, significant progress has been made in defining a new set of Strategic Focal Areas that better reflect the evolving context of regional migration. Feedback from members highlighted the need for greater clarity of purpose, operational alignment with national priorities, and stronger integration of cross-cutting themes such as digital transformation, human security, ethics, and foresight.

3.       In response, six revised SFAs have been developed to replace and expand upon the previous four. Each SFA is supported by clearly defined focal areas and deliverables, designed to ensure PIDC support is strategic, targeted, and results-oriented. The proposed framework positions PIDC as a policy leader and service enabler, facilitating evidence-based, rights-aligned, and interoperable approaches to migration across the Pacific.

4.       The accompanying document (Appendix C and D) outlines deliverables under each SFA, focusing on practical initiatives PIDC will undertake in support of member priorities between 2026 and 2030.

**Discussion Points**

5.       The Board will provide feedback on the following for Member’s consideration:

- (a) The strategic alignment and thematic relevance of the revised Focal Areas across the six Strategic Focal Areas;
- (b) The appropriateness and feasibility of the proposed deliverables, including their responsiveness to national and regional priorities;
- (c) Opportunities for sequencing, resourcing, or partnering to enhance implementation readiness;
- (d) The incorporation of deliverables into the broader Monitoring, Evaluation, and Learning Framework and 2026–2030 Implementation Plan.

### **Proposed Recommendations**

Members are invited to:

- Endorse in principle the revised six Strategic Focal Areas (SFAs) and their associated focal areas, as presented in the updated strategic framework.
- Approve the proposed deliverables under each SFA as the basis for operationalising PIDC's strategic support to member countries between 2026 and 2030.
- Request the Secretariat to:
  - Develop a detailed Implementation Plan and Monitoring & Evaluation (M&E) Framework, including specific Key Performance Indicators (KPIs), timelines, and resource considerations for each deliverable;
  - Engage with member countries to refine and prioritise deliverables based on national contexts and capacity needs;
  - Identify strategic and technical partnerships to support delivery of specialised activities (e.g. digital transformation, foresight, protection systems).
- Instruct the Strategic Planning Advisor to incorporate these revised SFAs and deliverables into the next draft of the PIDC Strategic Plan 2026–2030 for circulation ahead of the final validation round.
- Encourage member states to nominate focal points for follow-up discussions on implementation planning and integration of

## Appendix C – Focal Areas

The following focal areas are recommended for each of the six Strategic Focal Areas (SFAs). These focal areas aim to shift PIDC's approach from operational coordination to strategic leadership, digital transformation, and rights-based governance, aligned with the 2050 Strategy for the Blue Pacific Continent and global best practices. These are also tailored to respond to regional needs, global mobility trends, and member state priorities:

### **SFA 1: Partnerships, Leadership, and Regional Voice**

*Objective:* Position PIDC as the authoritative regional voice and policy leader in Pacific migration governance.

*PIDC will:*

- Formulate and advocate common regional positions in international fora.
- Strengthen strategic partnerships with regional and global organisations (e.g., PIFS, SPC, OCO, PICP).
- Facilitate bilateral and multilateral collaboration on issues such as labour mobility, returns, and climate-linked migration.

*And support members to:*

- Engage in global and regional policy dialogues on migration, representing shared Pacific interests.
- Harmonise national immigration laws and standards to facilitate regional coherence.

### **SFA 2: National Immigration Resilience and Governance**

*Objective:* Broaden national capacity-building to address structural, institutional, and leadership gaps in immigration systems.

*PIDC will support members to:*

- Review and reform immigration legislation and regulatory frameworks.
- Build leadership capacity within immigration departments, with attention to inclusion and gender equity.
- Strengthen decentralised service delivery.
- Embed principles of good governance, accountability, and anti-corruption in immigration operations.
- Integrate immigration risk assessment and threat analysis into national planning.

### **SFA 3: Secure and Lawful Migration Management**

*Objective:* Foster a rights-based, intelligence-led, and ethical approach to migration enforcement and facilitation.

*PIDC will support members to:*

- Incorporate human rights protections into immigration and border management operations.
- Enhance intelligence-sharing mechanisms to address irregular migration, trafficking, and transnational crime.
- Develop and promote codes of conduct and professional standards for frontline officers.

- Strengthen victim-centred approaches to counter-trafficking and migrant protection.
- Improve coordination with national security, customs, and justice agencies for lawful migration management.

#### **SFA 4: Digital Innovation and Border Modernisation**

*Objective:* Accelerate digital transformation of immigration services and ensure systems interoperability across the region.

*PIDC will support members to:*

- Further develop and implement digital identity systems and biometric verification tools.
- Upgrade border management systems with data analytics and real-time decision support.
- Expand digital visa platforms and streamline traveller facilitation systems.
- Strengthen cyber-resilience and data protection standards in immigration services.
- Foster cross-border interoperability of immigration systems and databases.

#### **SFA 5: Migration and Human Security**

*Objective:* Address emerging mobility challenges driven by environmental, economic, and social vulnerabilities.

*PIDC will support members to:*

- Develop national policies and frameworks to manage climate-related displacement and planned relocation.
- Strengthen protection systems for at-risk groups, including women, children, and stateless persons.
- Promote ethical labour mobility schemes and safeguard migrant rights and welfare.
- Establish early warning systems and preparedness protocols for mobility-related crises.

#### **SFA 6: Knowledge, Research, and Strategic Foresight**

*Objective:* Establish PIDC as the regional hub for strategic migration research, scenario planning, and policy innovation.

*PIDC will support members to:*

- Establish national and regional platforms for immigration data collection and analysis.
- Conduct scenario planning and foresight exercises on future migration trends.
- Produce research outputs, including policy briefs, comparative studies, and regional assessments.
- Further facilitate research partnerships with universities, think tanks, and technical agencies.
- Build capacity for data-driven decision-making and monitoring in immigration departments.

## Appendix D – Focal Areas and Deliverables

### SFA 1: Partnerships, Leadership, and Regional Voice

*Objective:* Position PIDC as the authoritative regional voice and policy leader in Pacific migration governance.

*PIDC will:*

- Formulate and advocate common regional positions in international fora.

Deliverables:

- Development of a “Pacific Common Migration Framework” reflecting regional priorities and principles.
- Facilitation of consensus-building workshops on shared positions related to climate mobility, labour migration, or border governance.

- Strengthen strategic partnerships with regional and global organisations (e.g., PIFS, SPC, OCO, PICP).

Deliverables:

- Joint workplans with key regional bodies on overlapping priorities (e.g., border security with OCO; human security with PIFS).
- Cross-organisational learning events hosted annually (e.g., inter-agency roundtables or exchange visits).

- Facilitate bilateral and multilateral collaboration on issues such as labour mobility, returns, and climate-linked migration.

Deliverables:

- PIDC-supported bilateral meetings or regional dialogues on issues such as readmissions, returns, or shared visa facilitation mechanisms.
- Development of a model bilateral labour mobility agreement template for voluntary adoption.

*And support members to:*

- Engage in global and regional policy dialogues on migration, representing shared Pacific interests.

Deliverables:

- PIDC-led Pacific delegation participation in global migration forums annually (e.g., GFMD, UN Network on Migration).
- Annual Pacific Migration Policy Dialogue convened with regional organisations (e.g., PIFS, SPC).
- Regional position papers prepared and endorsed ahead of major international conferences.

- Harmonise national immigration laws and standards to facilitate regional coherence.

Deliverables:

- Model legislation or guideline document on key thematic areas (e.g., visa policy, trafficking, climate displacement).
- Comparative legal analysis report on immigration frameworks across PIDC member states.
- Legal harmonisation workshops delivered in at least three subregional clusters (Micronesia, Melanesia, Polynesia).

## **SFA 2: National Immigration Resilience and Governance**

*Objective:* Broaden national capacity-building to address structural, institutional, and leadership gaps in immigration systems.

*PIDC will support members to:*

- Review and reform immigration legislation and regulatory frameworks.
 

Deliverables:

  - Delivery of technical assistance to member countries to review, draft, or modernise immigration legislation.
  - Development and dissemination of a model legislative toolkit covering key areas such as labour mobility, asylum, refugee protection, and climate-induced displacement.
  - Organisation of regional workshops to support peer learning on legislative reform and implementation strategies.
- Build leadership capacity within immigration departments, with attention to inclusion and gender equity.
 

Deliverables:

  - Continued delivery of an annual leadership and governance training programme for senior immigration officials.
  - Integration of gender and inclusion modules into national immigration training curriculums.
  - Development of a regional inclusion policy guidance note to support diverse and equitable leadership within immigration agencies.
- Strengthen decentralised service delivery.
 

Deliverables:

  - Further support member countries in establishing decentralised or mobile immigration service delivery models.
  - Development and piloting of a resilience assessment toolkit to guide infrastructure and service preparedness.
  - Provision of guidance for integrating disaster preparedness and response into immigration operations at subnational levels.
- Embed principles of good governance, accountability, and anti-corruption in immigration operations.

Deliverables:

- Design of a governance self-assessment framework for national immigration agencies.
- Further facilitation of regional endorsement and adoption of a PIDC Code of Conduct and Ethics Charter.
- Development of monitoring templates and reporting tools for tracking integrity and accountability in immigration systems.
- Integrate immigration risk assessment and threat analysis into national planning.

Deliverables:

- Delivery of targeted training modules on risk identification, mitigation, and strategic foresight.
- Technical support for embedding immigration risk analysis into national border security and development plans.

### **SFA 3: Secure and Lawful Migration Management**

*Objective:* Foster a rights-based, intelligence-led, and ethical approach to migration enforcement and facilitation.

*PIDC will support members to:*

- Incorporate human rights protections into immigration and border management operations.

Deliverables:

- Development of a regional human rights and migration operational guideline for frontline officers.
- Delivery of national-level training workshops on ethical conduct, use of force, and protection-sensitive procedures.
- Creation of monitoring and feedback tools for documenting rights-related incidents at borders.
- Enhance intelligence-sharing mechanisms to address irregular migration, trafficking, and transnational crime.

Deliverables:

- Establishment of a secure regional platform for immigration intelligence-sharing across PIDC members.
- Support to national agencies to develop and institutionalise immigration intelligence units or cells.
- Delivery of advanced training programmes on data analysis, profiling, and strategic targeting.
- Promote codes of conduct and professional standards for frontline officers.

Deliverables:

- Further support for member countries to adapt and integrate standards into their national frameworks.

- Establishment of a peer learning network for ethics and professional practice among Pacific immigration leaders.
- Strengthen victim-centred approaches to counter-trafficking and migrant protection.
  - Deliverables:
    - Production of survivor-sensitive SOPs for the identification, referral, and protection of victims of trafficking.
    - Integration of anti-trafficking and smuggling protocols into immigration officer basic and advanced training.
    - Technical assistance to develop national referral pathways aligned with international standards (e.g., UNTOC TIP Protocol).
- Improve coordination with national security, customs, and justice agencies for lawful migration management.
  - Deliverables:
    - Development of interagency coordination templates (e.g., MoUs, joint task force TORs) for national adoption.
    - Convening of annual national or subregional coordination forums focused on lawful and ethical migration enforcement.

#### **SFA 4: Digital Innovation and Border Modernisation**

*Objective:* Accelerate digital transformation of immigration services and ensure systems interoperability across the region.

*PIDC will support members to:*

- Further develop and implement digital identity systems and biometric verification tools.
  - Deliverables:
    - Further support to member countries to assess readiness and develop national roadmaps for implementing digital identity systems.
    - Provision of technical assistance for the rollout or enhancement of biometric data collection infrastructure at key ports.
    - Development of regional interoperability guidelines for biometric and digital ID systems, aligned with international standards (e.g., ICAO, IOM).
- Upgrade border management systems with data analytics and real-time decision support.
  - Deliverables:
    - Further technical support to member countries to upgrade or integrate their border management systems.
    - Facilitation of pilot projects on real-time data sharing and analytics across land, air, and sea entry points.
    - Production of a best practice compendium (from members) on BMS implementation, maintenance, and sustainability in low-resource environments.



- Expand digital visa platforms and streamline traveller facilitation systems.

Deliverables:

- Development of a regional e-visa and travel authorisation roadmap with recommended models and technical specifications.
- Support to member countries to design or scale up national e-visa platforms, with back-end integration to immigration databases.
- Delivery of regional workshops on digital travel facilitation, fraud prevention, and user experience design.

- Strengthen cyber-resilience and data protection standards in immigration services.

Deliverables:

- Delivery of training sessions on cyber risk management, digital evidence handling, and data governance.
- Technical support to member countries to update legal frameworks to protect immigration data and prevent unauthorised access.

- Foster cross-border interoperability of immigration systems and databases.

Deliverables:

- Establishment of a PIDC-led taskforce on immigration system interoperability and data exchange standards.
- Support for the piloting of cross-border data-sharing protocols between at least three countries.
- Development of a roadmap for phased regional integration of immigration, customs, and security platforms.

## **SFA 5: Migration and Human Security**

*Objective:* Address emerging mobility challenges driven by environmental, economic, and social vulnerabilities.

*PIDC will support members to:*

- Develop national policies and frameworks to manage climate-related displacement and planned relocation.

Deliverables:

- Development of regional guidance on managing climate-induced displacement and mobility.
- Technical support to at least three member countries in developing national frameworks or strategies on planned relocation.
- Facilitation of policy dialogues and knowledge exchange between states facing similar climate migration challenges.

- Strengthen protection systems for at-risk groups, including women, children, and stateless persons.

Deliverables:

- Production of a Pacific Immigration Protection Toolkit covering stateless persons, unaccompanied minors, survivors of trafficking, and asylum seekers.
- Training and capacity-building for frontline officers on protection-sensitive screening and referral.
- Support for integrating protection measures into standard immigration operating procedures and risk assessments.
- Promote ethical labour mobility schemes and safeguard migrant rights and welfare.

Deliverables:

- Development of model bilateral and regional labour mobility agreements with embedded migrant protection provisions
- Technical assistance to strengthen oversight of recruitment practices, employment conditions, and complaint mechanisms.
- Delivery of orientation, pre-departure, and reintegration support materials for labour migrants and returnees.
- Establish early warning systems and preparedness protocols for mobility-related crises.

Deliverable:

- Technical support to embed mobility considerations in national disaster management and humanitarian response plans.

## **SFA 6: Knowledge, Research, and Strategic Foresight**

*Objective:* Establish PIDC as the regional hub for strategic migration research, scenario planning, and policy innovation.

*PIDC will support members to:*

- Establish national and regional platforms for immigration data collection and analysis.

Deliverables:

- Establishment of a centralised PIDC research and data portal with member state access.
- Development of a regional immigration data standardisation toolkit to guide collection and reporting practices.
- Conduct scenario planning and foresight exercises on future migration trends.

Deliverables:

- Development of a regional foresight framework to support long-term migration scenario modelling.
- Facilitation of foresight workshops with member states to explore trends such as demographic change, AI, climate, and mobility patterns.
- Produce research outputs, including policy briefs, comparative studies, and regional assessments.

Deliverables:

- Commissioning of thematic research studies on key issues such as irregular migration, border management, labour mobility, and digital identity.
- Support for country-led research initiatives through grants, fellowships, or technical mentoring partnerships.
- Further facilitate research partnerships with universities, think tanks, and technical agencies.

Deliverables:

- Development of an academic-practitioner platform to link immigration officials with scholars.
- Joint convening of an annual Pacific Migration Research Conference or Policy Dialogue Forum.
- Build capacity for data-driven decision-making and monitoring in immigration departments.

Deliverables:

- Delivery of training modules on research methods, data analysis, and policy evaluation for immigration officials.
- Development of a monitoring and evaluation (M&E) toolkit tailored to immigration programmes and reforms.
- Technical assistance to member states in embedding evidence use in immigration planning, budgeting, and review cycles.