



**Agenda Item 3(a) (iv):      Membership Subscription Review**

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The Audit and Risk Committee is invited to consider presenting the draft Membership Fee Review Terms of Reference (TOR) to the Board for approval with the view to undertake the review in quarter 3.

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**Purpose**

Seek Audit & Risk Committee approval of the Membership Subscription Review Terms of Reference.

**Background**

2. The Board will recall that Members at the 2023 Regular Annual Meeting in Vanuatu had endorsed the review of the Membership fee and consequently tasked the Secretariat to work on recruiting an expert consultant to review the Membership fee to provide recommendations that would subsequently be tabled at PIDC'S next Regular Annual Meeting in 2024.

**Review**

3. The Membership fee review seeks to accomplish the following **objectives**:
- a) **Sustainable financing** – assess the effectiveness of the current Membership Contribution in providing adequate and sustainable financial resources for PIDCs work programme activities.
  - b) **Value Addition for Members**- Evaluate how the Membership Contribution aligns with PIDC's strategic direction and objectives, ensuring it adds value to Members and supports their priorities.
  - c) **Resource Management and Risk Management**- Identify and address financial and non-financial risks related to Membership Contribution and propose mitigation strategies.

**Way Forward**

4. Initially, the Secretariat had undertaken an assessment of partner organizations membership subscription arrangement with a view to single source a reputable expert Consultant that had undertaken a similar review with our partner organisations like the Oceania Customs Organization. However, on further consultations with OCO, it was confirmed that no records were available on work undertaken by a specialist consultant to review their membership fee.

5. In this regard, PIDC will now be required to seek an expert from across the region to undertake this activity. In advancing this activity, the Secretariat in consultation with the Chair of the Audit and Risk Committee had developed a draft Terms of Reference which is

attached as Annex 1. Members are requested to review the draft TOR and approve its submission to the Board for approval.



## Pacific Immigration Development Community

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### Terms of Reference (TOR)

#### Consultant to Review PIDC Membership fees

##### Objectives

The Pacific Immigration Development Community (PIDC) Secretariat seeks to engage a suitably qualified expert (the 'Consultant') to undertake a robust and comprehensive Membership fee review for PIDC Members contribution fees and to recommend a formula to be tabled to Members at the Regular Annual Meeting in June 2024. The proposed activity forms part of the PIDC Annual Work Plan 2023/2024 that was endorsed by PIDC Members at the Regular Annual Meeting held in Port Vila, Vanuatu in June 2023. The Membership fee review seeks to accomplish the following objectives:

- a) **Sustainable financing** – assess the effectiveness of the current Membership Contribution in providing adequate and sustainable financial resources for PIDCs work programme activities.
- b) **Value Addition for Members**- Evaluate how the Membership Contribution aligns with PIDC's strategic direction and objectives, ensuring it adds value to Members and supports their priorities.
- c) **Resource Management and Risk Management**- Identify and address financial and non-financial risks related to Membership Contribution and propose mitigation strategies.

##### BACKGROUND:

2. The Pacific Immigration Development Community (PIDC) represents the interests of 21 Member countries and territories in the Pacific region. The heads of Immigration across the membership of the PIDC share a common vision for the secure international movement of people supporting safe and prosperous Pacific Communities. At the 2023 Regular Annual Meeting in Port Vila Members agreed for the PIDC Membership fees to be reviewed to align with the high cost of running a regional organization and to also sustain the PIDC Secretariat into the future.

##### JOB LOCATION:

3. The permanent PIDC Secretariat location is in Apia, Samoa.

##### Scope of Work

4. The consultant will be responsible for the following tasks:
  - a. Financial Analysis and Comparative Study of the PIDC past financial report and work programme activities and to assess the impact of the current Membership

- Contribution on the organisation's financial sustainability.
- b. Research best practices and benchmarks to gather information on similar regional organisations Membership Contribution fee formula to benchmark PIDCs approach
- c. Engage with Head of Immigration from each Member countries to gather their perspectives on Membership Contributions effectiveness and align with their national priorities.
- d. Collaborate with PIDC Board and Members to understand their strategic priorities and expectations regarding the Membership Contribution.
- e) Identify Potential risks associated with the current Membership Contribution policy and propose measures for effective risk mitigation.

### **Deliverables**

5. The consultant will be required to provide the following:
  - a) A comprehensive report presenting a detailed analysis of the Membership Contribution, including its impact on PIDC's financial sustainability and value addition for Members.
  - b) An executive summary of the report, providing a concise overview of the key findings and actionable recommendations.
  - c) A comparative study report, outlining insights gained from benchmarking PIDC's Membership Contribution rate against other regional organizations with membership contribution formula options that can be sustained by contributing Members into the future.
  - d) A revised Membership Contribution proposal, supported by data-driven analysis and stakeholder input, for consideration and presentation to the PIDC Board and Members.

### **Reporting**

6. The Consultant will report to the Head of Secretariat and will collaborate closely with the Finance & Corporate Manager throughout the project.
7. It is anticipated that the Consultant will work remotely from their home country or office and require at least one office visit including a meeting at the start of the contract and submission of the draft report. The Consultant must be reachable through Zoom meetings, email and telephone communication platforms.

### **Timeframe**

8. It is estimated that the work will require 30 working days to complete. This is based on 10 days to conduct analysis and review of current Membership Contribution practices, regulation, guidelines and procedures and submit report, 5 days to develop a draft Membership Formula outlining the details of each Members recommended Membership Contribution based on the formula , 10 days to analyse and incorporate all feedback to finalise the Membership fees report, and another 5 days to develop an implementation plan, discuss the report with the Secretariat staff on the application of the Membership fee to be presented to the PIDC Board and Members for

consideration.

9. While dates for the proposed activities are yet to be finalised, the work is to be completed before 28 February 2024.

**Qualification and Experience:**

10. The ideal Consultant should possess the following qualifications and experience:
- a) Demonstrated expertise in Membership Formula calculation, preferably in a similar organizational context.
  - b) Strong knowledge of Regional Organisations financial experience, best practices, and regulations.
  - c) Excellent research and analytical skills to gather relevant information and conduct benchmarking studies.
  - d) Strong writing and communication skills to develop clear and concise policy documents.

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