



Pacific Immigration Development Community

2022/23 Board Meeting 2

17-18 April 2023: Port Moresby, PNG

Agenda Item 2(b): Audit and Risk Committee

Proposed Recommendations:

The Board is invited to consider recommendations proposed under each of the agenda sub items discussed below.

Purpose

This paper looks to provide the Board with an update regarding key activities undertaken by the Secretariat to advance the Strategic Focus Output 4, Governance and Secretariat Support. The key activities to be discussed include:

- (i) a. Financial Update
 - b. Financial Audit 2021-2022 update
 - c. Membership Contribution Fund Update
- (ii) Salary Scale Review
- (iii) Membership Fees Formulae Review
- (iv) Secretariat BSP Credit/Visa Card Access Update
- (v) Procurement and Contract Management
- (vi) Draft Travel Policy and Travel Provider Review
- (vii) COVID-19 Fund Update
- (viii) Annual Workplan 2023/2024

Agenda Item 2(b)(i) - Financial Update and Audit Report

(a) Financial Update

2. The financial update is for the period 01 October 2022 to 31 March 2023. The Financial update is provided at Board Meetings as a standard agenda item to inform the Board of the current state of PIDC finances. All figures are represented in Samoan tala (WST) unless stated otherwise.

Financial Activity

Overall Performance

Liquidity Ratio	4.8%	Liquidity ratios measures how the company can repay its short-term debt. The higher the liquidity rate the better it is for the organisation. PIDC has a liquidity ratio of more than 1 which shows the organisation are in a good financial order to pay its short-term debt.
Solvency Ratio	62.2%	Measures the ability of any organisation to meet its long-term debt obligations. It is a good measure of the organisation financial health. PIDC has a good solvency ratio of 62% which

		indicates that the Secretariat can meet its long-term debt obligation.
Current Ratio	5.9%	The Secretariat have a good current ratio rate of more than 1 which indicates a good health financial obligation of the organisation.

Solvency Analysis

3. As required under regulation 10.9 of the Financial Regulation and in mitigating foreign currency risk exposure and ensuring PIDC is able to meet its current and future obligations, a solvency analysis is undertaken using the formula:

$$\text{Solvency ratio} = (\text{After Tax Net Profit} + \text{Depreciation}) / \text{Total liabilities}$$

4. The solvency ratio is one of the various ratios used to measure the ability of an organisation to meet its long-term debts. The solvency ratio quantifies the size of a company's income (after tax if applicable), not counting non-cash depreciation expenses, as contrasted to the total debt obligations. The ratio provides an assessment of the likelihood of an organisation to continue congregating its debt obligations. As a general rule of thumb, a solvency ratio higher than 20% is considered to be financially sound. Generally, a lower solvency ratio of a company reflects a higher probability of the company being on default with its debt obligations¹. The solvency ratio for PIDC for the third quarter ending 31 March 2023 was 62%.

Overall Performance

5. For the period 01 October 2022 – 31 March 2023, the Secretariat received WST\$1,044,124 which was 49 % towards the overall revenue budget. The Secretariat had budgeted for \$1,094,000 but the actual received was \$49,876 less as shown in the table below because of currency exchange loss.

TABLE 1: REVENUE

No		Q 2 Oct-Dec	Q3 Jan-Mar	Totals	BUDGET	Performance
	REVENUE	ACTUALS	ACTUALS			Difference (Under)/over
1	New Zealand MFAT	\$668,043	-	\$668,043	\$680,000	(\$11,957)
2	New Zealand MBIE	\$300,619	-	\$300,619	\$315,000	(14,381)
3	Host Country-Samoa	\$22,000	22,000	\$44,000	44,000	-
4	Member Contributions	\$19,767	11,695	31,462	55,000	(23,538)
	Totals	1,010,429	33,695	1,044,124	1,094,000	(49,876)

6. The revenue received was mainly from New Zealand Ministry of Foreign Affairs and Trade of \$668,043, New Zealand MBIE of \$300,619, Host Government Samoa \$44,000 and Members Contributions of \$31,462. The Secretariat had signed a one-year funding

¹ www.investopedia.com

Agreement with Australia's department of Foreign Affairs and Trade of AUD \$500,000 for this current financial year. At the time of writing this report an invoice had already been sent for quarter 3 and quarter 4 and the Secretariat is expecting to receive payment in quarter 4 of this current financial year.

TABLE 2: EXPENSES

	EXPENSES	Q2 Oct-Dec	Q3 Jan-March	TOTALS	BUDGET	PERFORMANCE
	ACTIVITES	ACTUALS	ACTUALS			DIFFERENCE (Under)Over
1	Salaries & recruitment	191,975	173,917	365,892	561,755	(195,863)
2	Meeting Costs	16,737	298,159	314,896	360,000	(45,104)
3	Regional Support-Covid-19	62,191	58,869	121,060	183,207	(62,147)
4	Consultants	32,617	23,573	56,190	85,000	(28,810)
5	Communications	37,394	18,687	56,081	60,000	(3,919)
6	Overhead Cost	29,423	24,703	54,126	90,000	(35,874)
7	Staff Training	15,159	2,950	18,109	15,000	3,109
8	USP Programme	3,613	14,467	18,080	40,000	(21,920)
	Programme Activities	94,307	148,822	243,129	350,000	(106,871)
	Totals	\$483,416	\$764,147	\$1,247,563	1,749,962	(\$497,399)

7. Expenses for quarter 2 and quarter 3 was \$1,247,563. Expenditure breakdown is shown on table 2 above. The expenditure shown was mainly for the NCP and ISWG Meeting which was hosted in Fiji for the first time after a period of two years since the border opened. Also noted in the expenditure the expenses for the USP Post Graduate Programme and the Regional Support for Covid-19 support to Members. The Board should note that the Covid-19 Support will come to end on 30th June 2023. The Secretariat will continue to reach out to Members who have yet to receive Covid-19 Support before the end of this current financial year. At the end of quarter 3 the Secretariat have a savings of \$497,399. These are mainly due to the savings from Salaries due to the short of staff the Secretariat is currently facing with delay in the recruitment of the Head of Secretariat and the Research Officer position. Secondly the delay in processing the payment of school fees to USP because Members do not send their invoices to the Secretariat on time.

CASHFLOW AND QUARTER 4 FORECAST

8. Closing cash balance as at 31 March 2023 is at \$1,400,000. Expenditure for the next three months is forecasted to be WST1,422,984. There will be a number of activities anticipated for the next quarter which includes Regular Annual Meeting that will be held in Vanuatu, continuation of USP Post Graduate Diploma Programme, reviewing of the Secretariat's staff capacity as well as the recruitment of the Deputy Head of Secretariat and the final roll out of the of the Covid-19 Support to Members. We also anticipated to have face to face Leadership Training as well as the Strategic Planning review for Vanuatu and Nauru.

Table 3: Forecasted Expenditure in Quarter 4

1. INCOME	\$1015,000
2. EXPENDITURE	
2a) Operation Costs	\$228,400
2 b) Salaries & remuneration	\$300,000
2b) Regional Support – Covid-19	\$54,584
2c) Regular Annual Meeting	490,000
2c) Programme Activities	\$350,000
Total forecasted Expenditure	\$1,422,984

Proposed Recommendations

The Board is invited to:

- (i) **note** the financial update provided by the Secretariat for the Period 1 October to 31 March 2023;
- (ii) **note** the solvency ratio demonstrating the organisation's ability to meet its immediate and future obligations;
- (iii) **acknowledge Australia's** continued support towards the organisation with the signing of the one-year funding agreement;
- (iv) **acknowledge** the continued support provided by Australia, New Zealand, Samoa as Host Country and for their continued financial support to the Secretariat;
- (v) **note** the expenditure breakdown provided for quarter two and quarter three and the expenditure forecast for quarter 4

(b) Financial Audit Report Update 2021-2022**Background**

9. The Board will recall in the last Board Meeting that the Secretariat presented the draft Audit Financial Statement for the year ended 30th June 2022 with an Unqualified Audit Opinion from the External Auditor BDO and seeks the Boards endorsement to finalise the Audit report and also to seek the Chair's Signature.

Audit Opinion

10. An unqualified audit opinion was expressed by the auditors showing no discrepancies or misstatement in the financial statement and has been presented according to the International Financial Reporting Standards (IFRS).

Update

11. The Secretariat is happy to inform the Board that the Final Audited Financial Statement **Attachment 1** for the year ended 30th June 2022 has been finalised and signed by the outgoing PIDC Chair and the Secretariat are now in preparation for the upcoming Audit that will take place straight after the Regular Annual Meeting on the 1st week of July 2023.

Proposed Recommendations

The Board is invited to:

- (i) **note** the final signing off of the Audited Financial Statement for the year ended 30 June 2022;
- (ii) **acknowledge** the Secretariat for the support provided in ensuring that the PIDC Audit are completed on time and Audit finalised.

(c) Membership Contribution Fund Update

12. A standard agenda in every Board Meeting, is the update on the Membership Contribution Fund. However, the update requires the timely payment of Members and Donors contribution to PIDC as these funds are essential for the Secretariat to organise Programme Activities that have been approved by the Board.

13. While the Secretariat has signed a one-year funding agreement with Australia, it should be noted that this has changed from past years where the Secretariat has always signed a 3-year funding agreement with Australia. The current funding arrangement of one year will come to end on 30th June 2023. However, the Secretariat will continue to work with Australia's department of Foreign Affairs and Trade in negotiating for the new funding agreement in the new financial year as Australia's current one-year funding agreement concludes on 30th June 2023.

14. The Secretariat continues to work with Members in trying to follow upon Membership Contributions. One of the many challenges that the Secretariat is facing with Members include:

- (a) Leadership changes at the national level with no handover discussions to members commitment to PIDC requiring the Secretariat to call around trying to identify the right person to send the invoice to in addition to briefing the incoming leadership on PIDC and their commitments as members, and secondly the
- (b) response received from Members that payments are on its ways but two months after there is still no payment received by the Secretariat.

15. The table below shows the outstanding contributions for Members & Donors contribution as at 31 March 2023.

Donors	WST\$	WST\$
Australia – Department of Home Affairs	\$453,736.15	453,736.15
Membership Contribution		
Current Year	\$51,717.94	
Prior Year Contributions	\$17,688.11	
Totals	\$69,406.05	
Members Outstanding Membership Fees plus donors	\$523,142.20	\$453,736.15
American Samoa	6,576.84	3,314.19
Solomon Islands	7,186.96	7,186.96
New Caledonia	12,800	
FSM	3,593.48	3,593.48
Niue	3,593.48	
Papua New Guinea	8,983.70	
RMI	5,390.00	
Tuvalu	3,593.48	3,593.48
Totals	\$51,717.94	\$17,688.11

16. The Board should take note that at the time of writing this report two of the Members that have owed fees from previous year contributions have processed their payment through to the Secretariat. Outstanding Membership from previous years stands at \$17,688.11. The Secretariat will continue to work with Members to ensure that they pay their respective outstanding contributions before the end of the financial year.

Proposed Recommendations

The Board is invited to:

- (i) **note** and **welcome** the Members & Donors contribution fund report for the 2022/2023 Financial year as required under the Financial Regulations; and
- (ii) **consider** approving the recruitment of an expert consultant that specialises in Membership fee's structure to review the Membership fees to be tabled to the Board and Members for consideration at the Regular Annual Meeting in June 2023.

Agenda Item 2(b) (ii): Membership Fee Formulae Review

Background

17. The Board will recall in the last Regular Annual Meeting; Members had agreed for the contribution fund to remain at the same level as previously endorsed by Members for this current Financial Year. There was also recommendation from Members for the membership fee to be reviewed as currently the Membership fee is only 4% towards the overall Programme Activity budget for the Secretariat which shows that 96% of the Programme Activity budget comes from our three major Donors Australia, New Zealand and Samoa

18. To allow the Secretariat to be more financially sustainable in the current operating environment, membership fees need to be reviewed in order to cope with the cost of supporting Members. Secondly Members need to take ownership of the Secretariat if it has to be a relevant Regional Organisation that needs to support Members should unexpected global and regional factors impact operations in the future as the cost of running an organisation continues to increase in addition to the vulnerability the Secretariat exposes itself for being dependant on our three Major Donors (Australia, NZ and Samoa) to Support the Secretariat in the coming years.

19. The Secretariat initially looked at individual member country GDP, other economic indicators including inflation, size of the economy, number of banks, population numbers and spread, the country size and length of borders, number of border control officers and number of visitor numbers annually. We realised that this exercise was more complicated than originally envisaged. We therefore reached out to similar regional organisations like OCO and Forum Secretariat to get further clarity on how they handle Membership fees review for their members. The two organisations advised that all their Membership fees are reviewed by an expert every three years. This is to allow an independent review so as to allow the consultants to work with Individual members in terms of looking at their number of officers in country together with their GDP and Economic growth and financial situation.

20. Therefore, the Secretariat is seeking the Boards approval to recruit a consultant to review the Members Membership fee as a starting point going forward. A neutral expert who can justify a calculation methodology that will be independent of the process and can provide to members a membership calculation and subsequent agreed tiering rate that is fair and acceptable to everyone.

Financial Implications

21. The cost recruiting the consultant can be factored from the savings from the Programme Activities for this current financial year.

Proposed Recommendations

The Board is invited to:

- (i) **note** the Membership contribution update as at 31 March 2023;
- (ii) **task** the Secretariat to continue to work with Members in following up on their Membership contribution; and
- (iii) **task** the Secretariat to work with the Audit and Risk Committee for the recruitment of the consultant to review the Member fee structure to be tabled to Members in the next Regular Annual Meeting in June.

Agenda 2(b)(iii) Salary Scale Review

Purpose

22. This paper intends to: (a) seek approval from the Board for the 3 yearly review of all employee's salary scales as instructed under the PIDC Employee Regulations 34.5 for 'All employees salary scales to be reviewed every three years, consistent with CROP Agencies'. This is to consequently also take into account the average three years inflation rate as per Samoa inflation rate for the past three years from 01 July 2019- 30th June 2022.

Background

23. The Board at its meeting on November 2020 approved the Human Resources consultant review report in regards to the calculation and implementation of the inflation rate and how it is to be factored into the PIDC base salary scale. The last review of the PIDC salary scale was implemented in November 2020 after the PIDC Human Resources review of the Secretariat for the past 4 years. The review factored in the last 3 years average inflation rate of 3.2% using Samoa's average inflation rate for the period 2016-2019.²

Adjustment and Salary Review Scale

24. To ensure that the Secretariat provides a fair, equitable and competitive remuneration system that is robust, fair and competitive and allows for the recruitment and retention of talented, skilled and motivated employees the Board is requested to approve the salary review scale based on Samoa's average inflation rate for the past 3 financial years from 01 July 2019- 30 June 2022³ as shown in **Table 1**. The Board should note that during the 2020-2021 period, the inflation rate shows a negative value of -3% as a result of the business slowdown from the Measles and later Covid-19 emergencies. In line with CROP practices, any negative Inflation value is treated as Zero value for the calculation of the average inflation rate. Board members should also note when comparing the average inflation for the total period for Samoa, New Zealand, Australia and the rest of the world, our revised inflation rate of 3.43% is within a comparable range. (In the event that the negative value is fully computed, the average inflation rate would be revised down to 2.43%)

Table 1: Samoa's Inflation rate July 2019/June 2020 - July 2021/June 2022

Financial Years	Samoa	New Zealand	Australia	World Economic Performance
2019-2020	1.5	1.5	-0.3	3.1
2020-2021	-3.0	3.3	3.8	3.4
2021-2022	8.8	7.3	6.1	9.1
Average inflation rate	3.43	4.03	3.13	5.2

25. Pending Board approval, **Table 2** below, shows the new PIDC salary scale moving forward for the next three years taking into account the averaged inflation rate of 3.43% for Samoa. As per Employee Regulations: -

² Samoa Central Bank Quarterly Bulletin Jan- December 2022

³ Samoa Central Bank of Samoa, Annual Report 2019-2022 Financial Year, Apia, Samoa

- (i) This will be effective from 01 July 2022 with the back pay being made on 30 June 2023 for the previous year.
- (ii) However, this new salary scale will be formally implemented for the pay period effective 01 July 2023 moving forward.
- (iii) This will also be the new scale which will be the base from which incremental rewards are calculated for annual staff work performance as in the Employee Regulations. This is a one-off performance payment that ties in to each individual staff annual performance

Table 2: Proposed PIDC Salary Scale adjusted using Samoa's inflationary rate of 3.43%

Staff Category	Grade	Currency	Base Salary		
			80%	Mid-point	120%
Professional Employee (Positions advertised internationally)	14	SDR	57,066	71,334	85,599
	13		48,785	60,982	73,177
	12		42,555	53,195	65,429
	11		36,865	46,523	55,297
	10		30,598	38,248	47,045
	9		27,120	33,900	41,697
	8		24,252	30,315	37,288
	7		34,252	42,815	52,662
Support Employee (positions advertised locally)	6	WST	28,242	35,419	43,421
	5		23,337	29,171	35,880
	4		18,868	23,585	29,010
	3		16,060	20,075	24,692
	2		14,712	18,390	22,619
	1		13,522	16,904	20,791

26. The revised salaries for individual staff members and back pay are listed in **Table 3 below**. It should be noted that during the past financial year we have had the former HOS complete his contract and the DHOS appointed as Acting HOS and ultimately as the new HOS. For clarity, we will outline the adjustments for the former HOS and the new HOS: -

- (i) Former HOS, completed his contract on 22 September 2022. As per Employment Regulations, the Inflation adjustment will be calculated and paid from 01 July 2022. Therefore, the former HOS salary adjustment back pay will be for the period 01 July 2022 until 22 September 2022 – a period of 3 months. It is a legal requirement as the work was done during the specified period. Also note that this also follows the precedent set when the former Officer Manager was paid his back pay after the previous inflation adjustment was approved by the Board.
- (ii) The new HOS was appointed as Acting HOS from 27 October 2023 and formerly appointed as HOS from on 22 February 2023. He is entitled to 4 months' salary adjustment as DHOS for the period 01 July 2022 – October 2022. From - 2022 he has been paid as Acting HOS where he was paid responsibility allowance being the difference of his DHOS salary and the 80% of the scale for HOS. As there is effectively no salary difference between his acting

and subsequent appointment as HOS, he is due 8 months back pay for the period 01 November 2022 – 30 June 2023.

(iii) The former Research Officer left on 22 February 2023 and is therefore due 8 months of inflation adjustment pay.

Table 3: Employees' Salaries adjustment in view of the 3.43% inflation rate

Employee	Current Salary under the July- June 2019-June 2022	New Salary with Inflation rate of 3.43%	Currency in SDRs	Conversion into SAT\$	Total WST
Head of Secretariat	55,174	57,066	1,892	1,745.37	1,745.37
Deputy Head of Secretariat	52,650	53,929	1,806	6,875.70	6,875.70
Finance & Corporate Manager	44,980	46,523	1,543	5,693.67	5,693.67
Project Officer	26,378	27,283	905	3,339	3,339
Research Officer	36,264	37,507.85	SAT 1243.85	892.23	892.23
Information Officer	28,159	29,125	SAT 965.85	965.85	965.85
Finance & Admin Assistant	27,076	27,734	SAT\$928.71	928.71	928.71
Grand Total				20, 440.53	20,440.53

Financial Implications

27. The salary review cost of \$ 20,440.53 that has been factored into the staff salary review is already budgeted for in the current financial year salary which was approved by the Board and Members during the Regular Annual meeting. The review of the salary scale is normally done once in every three years as the next review will be done in 2025.

Proposed Recommendations

The Board is invited to:

- (i) **endorse** the review of the PIDC Salary Scale to incorporate the 3 years average inflation rate to follow best practise and to align it with other CROP agencies Salary Scale as required under the Employee regulation 34.5; and
- (ii) **endorse** the annual inflation rate of 3.43% to be factored into the staff's remuneration to be effective from 01 July 2022.

Agenda Item 2(b)(iv): Secretariat BSP Credit/Visa card Access Update

Background

28. The Board will recall in the last Board Meeting, the Secretariat had presented a paper seeking the Boards approval for the Secretariat to open a Bank Account with BSP Bank to allow the Secretariat to have a credit /Debit card for online payment facility as ANZ, our current bank services provider does not have credit card facility in Samoa.

29. The Secretariat during its establishment in Samoa has not come across any difficulty in terms of purchases until recently during the COVID-19 pandemic period where payments have shifted to online platforms. Consequently, forcing the Secretariat to shift to credit / debit Card purchases during this shift and in the absence of a Secretariat online access account as in a credit/debit card resorted to using Staff personal accounts and adopting a refund system for any purchase made with a personal account.

30. While the Board had approved for the Secretariat to open a credit/debit card, the Secretariat had submitted all the documentations required to BSP Bank. The process will take another 2-4 weeks for processing as they need to verify all the documentations in line with BSP Bank requirements together with the Samoa Central Bank requirements before they can allow the account to be opened and issue the card.

Proposed Recommendations

The Board is invited to:

- (i) **note** the BSP Bank Account update; and
- (ii) **task the** Secretariat to continue to liaise with BSP Bank to fast track the opening of the bank account to ease the burden on the Secretariat staff having to pay the PIDC Expenses from their own personal credit card.

Agenda Item 2(b)(v): Procurement and Contract Management

Purpose

31. This paper provides the findings of the Secretariat's review of the PIDC Procurement Regulation (Regulation 18) and recommendations on way forward to improve PIDC procurement process and procedures and the management of contracts.

Background

32. The PIDC Financial Regulation 18 (the Regulation) provides the procurement governance framework for all PIDC procurement activities. The Regulation consists of twenty-five (25) sub-regulations and it's centred on three key principles:

- (i) Value for money;
- (ii) Efficient and effective management of resources; and
- (iii) Probity and ethics.

33. According to the Regulations the Head of Secretariat is responsible for all PIDC procurement activity. As PIDC procurement for consultancy, goods and services increased, the Secretariat saw the need to effectively manage its procurement to minimise risk and to ensure the most efficient use of PIDC funds.

Regulation Review

34. The Secretariat initiated a desk top study of the Regulation to identify specific areas in the PIDC procurement process for improvement. Overall, the Regulation is very vague. It lacks details on the following key areas:

- (i) Procurement Planning;
- (ii) Selection of Appropriate Procurement Method;
- (iii) Establishment of Tender Evaluation Committee (note: current practice by the Secretariat includes setting up Evaluation Committee for tendered consultancy services);
- (iv) Distribution of Request for Tender Document;
- (v) Contract Management;
- (vi) Complaints
- (vii) Tender and Contract templates.

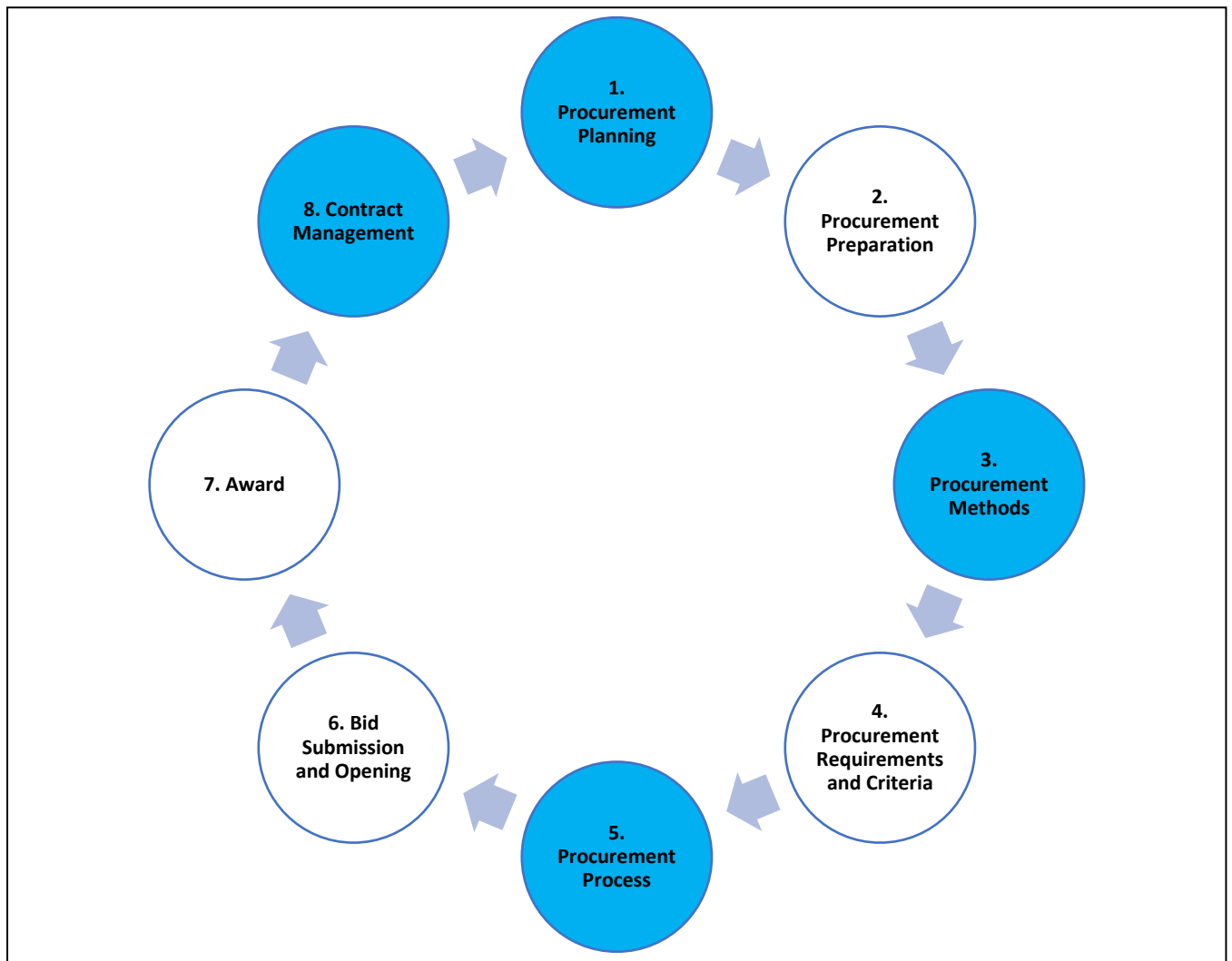
35. Annex 1 provides review outcomes and suggested way forward to improve PIDC procurement. Figure 1 below is a typical Procurement Cycle highlighting the key stages that need to be strengthened. All the development of a Procurement Manual is recommended as the way forward. Annex 2 provides a draft content for the manual which will help improve the governance structure for PIDC procurement, defined authority delegations, appropriate guidance on setting up Evaluation Committee, and procurement process, guidelines and templates standardised and meet PIDC needs.

36. Building the Secretariat capacity in procurement is also identified as a need. Staff will need to be trained on the procurement manual to have a clear understanding of how it will be applied for compliance with the Regulation.

Financial Implications

37. The financial implication includes the cost of the Procurement Specialist to develop the Procurement Manual. It will be a Short-Term Assignment (2 months) to be carried out by an individual consultant. Estimated cost for this consultancy is \$WST30,000. The Government of Samoa's Consultancy Remuneration Framework 2018 was adopted to estimate the Consultancy Cost. If approved by the Board the Secretariat will commence procurement process for the Procurement Specialist in the last quarter of the current financial year, and a contract commencing in the new financial year. So, this will not impact operational budget for the current year but a new activity for budget allocation in the next financial year.

Figure 1: Typical Procurement Cycle



Proposed Recommendations

The Board is invited to:

- (i) **welcome** the review of the PIDC Procurement Regulation (Regulation 18) undertaken by the Secretariat to identify ways to improve PIDC procurement and contract management process and procedure;
- (ii) **task** the Secretariat to procure a Procurement Specialist to develop a Procurement Manual that is clear and concise to guide procurement financed using PIDC funds; and
- (iii) **task** the Secretariat to continue working with the Audit and Risk Committee to develop a Terms of Reference for the Procurement Specialist and to finalise the Procurement Manual.

Purpose

38. This paper is in two parts which the Secretariat intends to discuss as outlined below:
- a) Review of the PIDC Travel Service Provider; and
 - b) Travel Policy Review.

(a) Review of the PIDC Travel Service Provider

Background

39. At the 2019 Cook Island Board Meeting, the Board agreed to engage Corporate Traveller, New Zealand to be the sole travel provider for PIDC Secretariat. According to the Board records there was a Service Level Agreement signed between the Secretariat and Corporate Traveller since 2018. Since then, Corporate Traveller has been the only travel agent that organises the travel for any Secretariat travel for the Secretariat including staff travel and Members.

40. With the border reopening, regional meetings, workshop and in country technical assistance for Members around the region has been engaged requiring travel logistics and planning coordination required of the Secretariat. Travel for capacity building, technical assistance to Member countries and oversight by PIDC Members is a major component of PIDC Activities. For this current financial year alone there has been two Regional Meetings where the Secretariat has already organised and Travel cost for airfare alone has already exceeded WST\$190,000.

41. The secretariat acknowledges that **Corporate Traveller, New Zealand** has been supplying an efficient service, albeit a one stop service. However, the increase in travel costs without the ability to shop around and obtain reasonable commercial comparative fares is of concern when it is vital that all costs are controlled. There is a need for the secretariat to be able to judge cost and service comparisons between different providers.

42. In an effort to ensure that the Secretariat gets better service and value for money it is relevant that the Secretariat try to use local travel agents or airlines based in Samoa to save on the currency exchange for transferring payment overseas. Only on complex travel itineraries then we can use corporate traveller.

43. The Secretariat has noticed that since the border opened the cost of organising travel have risen significantly and Corporate Traveller have been no exception. The Table below shows just a glimpse of the administration charges that Corporate Traveller charges for every individual booking that the Secretariat requested for every traveller on top of the cost of Airfare.

No.	Description	Booking cost individual traveller
1	Charge Back Handling fee	80.00
2	Agency Account fee	\$20.00
3	Bundled booking fee	50.00
4	Booking fee Complex	120.00
5	International Charge back fee	40.00
	Total per travel booking	\$310.00

44. It is a very unusual business practice where a travel agent provides a quote for travel and then add additional fees/charges to the booking. This means that whenever a Purchase Order is issued, additional costs are incurred with the expectations that this would be paid in addition to the original travel quoted. Such additional costs may be relevant from time-to-time due travel disruptions which require additional travel arrangements etc. However, these additional charges can be discussed and approved on a case-by-case basis.

45. Obtaining more than one travel quote from several competing travel agencies will ensure that the secretariat travel costs are minimised. In addition, within the Pacific, some routes do not have competitors and the cheapest and most economical fares can be obtained directly from that airline. For example, Fiji Airways on the NAN-APW route, Air New Zealand on the APW-AKL route etc. In such cases, airlines which may have a monopoly should be considered as they may give a discount / reduce fare instead of paying a travel agent a commission.

46. In 2019, Corporate Travel was chosen as it was outperforming other travel agencies, especially by being able to arrange multiple travel itineraries, arrange accommodation etc. Given that Corporate Traveller have some advantages for some travel, there are other cheaper options using local Samoan and Fijian travel agents. Therefore, the secretariat should have the discretion to seek better deals while being able to defend its decisions on purely commercial grounds.

Proposed Recommendations

The Board is invited to:

- (i) endorse** the recommendations to re-open the travel service provider to more than one travel service supplier within the region to give better comparison and better value for money for the Secretariat.

(b) Travel Policy Review

Purpose

47. This paper intends to inform the Board of the challenges encountered by the Secretariat when preparing travel arrangements for the Secretariat staff, Board and PIDC Members representatives attending PIDC activities and to suggest a way forward to improve travel governance and achieve travel cost efficiency.

Background

48. PIDC travel is the largest expense of the Secretariat's annual operating budget, consuming up to 54% of the Programme Activities. This is due to the nature of its work in the region and in its member countries which requires significant travel by the Secretariat staff, Board and Members to attend PIDC activities. This expenditure is increasing as international travel becomes more expensive. The high cost of flight and accommodation is evident as the international travel and hospitality industry recovers from the impact of COVID-19. This places a significant impact on PIDC's operational budget and for this reason, the Secretariat sees the need to revisit its travel regulation to identify how it can cut costs when arranging travel.

Regulation 14 – Travel

49. PIDC Financial Regulation 14 provides the governance guidance for PIDC travel, both domestic and international travel. It regulates PIDC's (i) travel planning and budgeting; (ii) travel bookings; (iii) per diems; (iv) actual and reasonable expenses; (v) travel insurance; and (vi) approvals when travelling on PIDC business.

Challenges and Additional Costs to PIDC

50. PIDC is faced with the challenges of meeting additional costs for travel due to the following:

- (i) Negligence of Member representative – additional costs are incurred for flight due to negligence of traveller example missing a flight.
- (ii) Late submission or continuously changing nomination to PIDC event(s) – earlier booking enables cheaper fares and accommodation room and meal rates to be negotiated.
- (iii) Last-minute changes to an itinerary or request to cancel travel after ticketing – changes to itinerary do not come for free and the changes to booking arrangements need to be kept at a minimum.
- (iv) Accommodation costing more than the accommodation portion of the per diem – there is no provision under the regulation where PIDC can allow for reasonable 'Top-up' payments to Secretariat Staff, Board and member representative(s) if a reasonable hotel at the event location costs more than the accommodation portion of the per diem. The traveller will need to provide proof of this when submitting a claim after completion of travel.
- (v) Personal travel – the travel regulation is clear that PIDC is not responsible for country representatives and programme participants undertaking personal travel on either side of a PIDC event. But it does not stipulate that this also

includes emergencies e.g., the country representative leaving the programme to return home/another location earlier due to a family emergency. This should be specified to avoid misunderstanding.

Regulation Review and Travel Policy

51. The review of the travel regulation was basically a desktop review exercise by the Secretariat. The objective was to identify how the regulations can be improved to address the current travel challenges as travel is the largest expense for the Secretariat so there is a critical need to strike a balance between the Secretariat's efforts for cost efficiency and effectiveness and PIDC's commitment to its members in meeting its Strategic Plan priorities.

52. **Annex 6** provides a summary of the Secretariat's rapid review of Regulation 14 and suggested ways forward/comments to improve governance of PIDC travel arrangements and minimise cost. All things considered; a Travel Policy should be developed and included as part of the financial regulation to support the enforcement of the regulation.

53. The current regulation as it is very general and it lacks detailed provisions for clear application. On the positive side, it provides the Secretariat with great flexibility and relies on the staff to exercise good judgment. However, it could also lead to speculation of favouritism or better treatment for certain members. The challenge will be to have a travel policy that provides clarity, allows flexibility and minimises costs.

Proposed Recommendations

The Board is invited to:

- (i) **note** and **welcome** the review of PIDC travel regulations; and
- (ii) **task** the Secretariat to work intermittently with the Audit and Risk Committee to finalise the suggested way forward and recommendations provided in Annex 1 and subsequently develop a Travel Policy to support the enforcement of Financial Regulation 14.

Agenda Item 2(b)(vii): COVID-19 Fund Update

Purpose

54. This paper provides an update on the PIDC COVID-19 Support Programme activities undertaken by the Secretariat.

Background

55. The PIDC COVID-19 Support Programme (the Programme) was approved at the Special General Meeting in July 2020. It focused on three main areas including providing Members with (i) Communication Packages to help adapt to the new virtual communication

reality, (ii) Personal Protective Equipment (PPE) specifically for Immigration Officers as a backup stock; and (iii) policy development support integrating COVID-19 safe measures.

56. The two-year programme ending 30 June 2022 was extended for another 12 months following approval by Australia Department of Foreign Affairs and Trade (DFAT) to roll over unspent fund at the end of the 2021/2022 financial year into 2022/2023. To date the Programme has engaged and supported 15 PIDC Members including, American Samoa, Cook Islands, Federated States of Micronesia (FSM), Fiji, Kiribati, Nauru, Niue, Palau, Republic of Marshall Islands (RMI), Samoa, Solomon Islands, Tonga, Tokelau, Tuvalu, and Vanuatu.

57. In the first year of the Programme, Members received Communication Packages and PPE, whilst the second year included additional supply of PPE and resources supporting Members' operations upon request. The Secretariat continues to provide similar support upon request for the remaining year of the Programme.

Progress Update

58. The Secretariat has processed the following procurement for the Members:

- (i) **Badges and badge holders** Niue (12), Samoa (30), Solomon Islands (50), Tokelau (12) and Tuvalu (12) – delivery completed;
- (ii) **Uniforms** for Tuvalu (15 staff), Solomon Islands (41 staff), RMI (14 staff) and Tonga (20) – only RMI and Tonga pending delivery;
- (iii) **Queue Stanchion and top A4 sign holders** for RMI;
- (iv) **Additional PPE and cleaning products** for Palau; and
- (v) **Office equipment** for Tokelau (PC) and Palau (A/C unit for server room).

59. The Secretariat has also received requests from Niue, Nauru and Kiribati for resources to support operations but pending the submission of quotes and product specifications in order for the Secretariat to process assistance. These delays are an ongoing challenge for the programme implementation. The Secretariat manages it with constant follow ups and Zoom meetings where required.





Tokelau - PC



RMI – queue stanchions

60. All PPE, communication equipment and other resources requested are documented recorded in a database kept with the Secretariat. Annex 4 shows the common PPE items supplied to Member as requested. This is to basically demonstrate the composition of the PPE supplied rather than comparing between members quantities received, as quantities are determined based on the number of staff and other elements following the ABF Aviation COVID-19 Safe Guide, and current situation of the pandemic (at the time of order) in the member country e.g. outbreaks. Annex 5 provides the original communication package composition that members received (or alternative where requested).

Policy Update

61. Ongoing work in integrating COVID-19 SOP into other PIDC related activities. This includes the SOP development to be provided to Tuvalu, Samoa and Tokelau which is currently delay. Currently reviewing consultant Terms of Reference to include such work in incorporating COVID-19 provisions into SOPs.

Financial Implications

62. Programme spending is within budget and as of 31 March 2023 the Programme has spent approximately 74% of the overall budget programme. Total remaining fund is SAT\$54,584. This will be spent on the remaining requests received as mentioned above. Any further details will cause the Secretariate to reallocate remaining funds for other members if request for additional resources in the last quarter.

Proposed Recommendations

The Board is invited to:

- (i) **note** the activities undertaken by the Secretariat to implement the PIDC COVID-19 Support Programme;
- (ii) **encourage** Members where a priority and also where possible to incorporate activities and services provided by the PIDC COVID-19 Support Programme into national budget;
- (iii) **note** the programme spending and remaining fund; and
- (iv) **task** the Secretariat to continue to deliver support to Members and to fully utilise the remaining funds in an effective manner by the end of financial year.

Purpose

This paper intends to discuss the draft Annual Workplan and Budget 2023-24 (AWPB) and seek the Boards consideration of the proposed programme of activities and process to finalise the Draft AWPB.

Background

64. The Pacific Immigration Development Community (PIDC) is currently in a stable financial position with continuing support from principal Donors Immigration New Zealand, Australia's Department of Home Affairs and host country Samoa secured. The existing multiyear funding agreement with New Zealand's Ministry of Foreign Affairs and Trade concludes in 2024. A new agreement is currently being negotiated at existing levels with Australia. The host country Samoa also continues its support at existing levels.

Development of 2023-24 Annual Work Plan

65. The draft Annual Work Plan (AWP) has been developed based on activities to advance PIDC Outcomes and outputs as agreed to by Members in the Strategic Focus Areas of the new Strategic Plan 2022-2024. Consequently, this first draft of the AWP has been developed based on national priorities provided by Members through specific activities prioritised by members through:

- (a) Regular Annual Meeting;
- (b) Board meetings;
- (c) Information Sharing Working Group meeting;
- (d) National Contact Points & Profiling Group Regional workshop; and
- (e) Direct engagements between Members and the Secretariats through meetings at Member requests.

66. The purpose of developing a first draft of the AWP leading up to the June Board meeting and 2023 Regular Annual Meeting, is to provide the Board more time to review the proposed programme of activities that can be adopted into the PIDC Workplan and budget for the 2023-24 financial period. This draft AWP provides a two-pronged approach in the development of the draft AWP detailed in **Table 1** below including: (i) continuation of current programme of work and (ii) proposal of new programme of activities that have been sourced from recommendations emerging from PIDC hosted regional forums, meetings and consultations as outlined in the aforementioned paragraph.

67. In terms of membership engagements on this respective programme of activities, this will be undertaken in May with recommendations to be incorporated into the final Draft Annual Work Plan 2023/24. The Secretariat anticipates additional activity recommendations emerging from a number of activities that are to be completed by May 2023 and this include the BMS in the Pacific regional workshop to be hosted in PNG and the Training Needs Analysis report to guide PIDC's capacity building programme for the next 3 years. Recommendations emerging from these upcoming activities are anticipated to feed into the final AWPB 2023/24 to be presented at the final Board meeting in June for final Board consideration and approval.

Table 1 – Draft Annual Workplan Programme of Activities Summary

Draft PIDC Annual Work Plan Summary – Major Programmes 2023/24		
No.	Ongoing Programme Activities	Estimated Costing
1	Policy & Legislative Support	70,000
2	Legislation drafting Support	50,000
3	Introducing Training Curriculum	10,000
4	Standard Operating Procedures	10,000
5	Strategic Planning	10,000
6	Website Support to Members	80,000
7	BMS Planning Support <i>(To consider BMS Workshop recommendations)</i>	80,000
8	Regional Capacity Building Activities	10,000
9	Face to Face Leadership Training to Members	205,000
10	National Contact Point & Profiling Group Regional Workshop	275,000
11	ISWG Meeting	40,000
12	3 Annual Board Meetings	100,000
13	Hosting of Regular Annual Meeting	343,290
14	Support Hakili Matagi and ABF IBCP	
Proposed New Programme Activities		
15	Members Intelligence Support Programme	30,000
16	Develop PIDC Information Sharing Network Standard Operating Procedures	30,000
17	USP Masters Programme Creation and Sponsorship	120,000
18	Development of Members National Action Plans for People Smuggling and Human Trafficking	
Capacity Building Training Support Programme		
19	(i) Advanced online Excel Spreadsheet Training	10,000
20	(ii) Intelligence Analysis Training Course (Partnership programme)	30,000
21	(iii) Operational Secondment Programmes	30,000
22	(iv) USP Masters in Border Security Scholarship	80,000
23	Research Programme: Identifying regional immigration issues and trends. 2 Research Products: (i) I Member led Research; and (ii) Irregular Migration Report	
24	Publications: (i) Newsletters (ii) Training Curriculum Publications (iii) Annual Reports and Research Publications	15,000
25	Partnership Regional Workshops: (i) Biometrics Good Practice <i>(Support members biometrics journey)</i> (ii) Migration Policy Development Workshop <i>(Support Members develop migration policies)</i>	
	<ul style="list-style-type: none"> Work recommended from IBMS in the Pacific regional Workshop in Port Moresby to be incorporated in activity No.7 TNA 2023 recommendations to be also incorporated into PIDC Capacity Building Training Support Programme 	
Total Estimated Costing		1,628,290

Way Forward

68. In proposing the activities contained in the Workplan, the Secretariat has been cognisant of the fact that these for the most part represent Members' national priorities as communicated to the Secretariat. On this basis the Secretariat has tried to accommodate all Members recommendations where possible and if the work cannot be achieved within the timeframe allocated, the Secretariat will seek for this work to be advanced in the next financial year.

69. The Secretariat has discussed its capacity to deliver these activities and are confident that this work can be undertaken due to: (a) most of the work is to be delivered by consultant technical experts pending the eventual recruitment of new PIDC staff upon completion of the PIDC Staffing needs review; (b) the possible renewal of the contract of COVID-19 Programme Officer to be tasked to support managing PIDC national projects under her specialist duties as instructed; and (c) partnership collaboration with members, regional and international partner organisations to jointly deliver a number of these proposed activities.

70. While the Board is requested to consider approving the proposed activities contained in the Draft Work Plan, the final phase of the AWPB development will involve the following by the end of May 2023 with findings/recommendations to be incorporated into the final draft for Board approval at the June meeting:

- a. BMS regional workshop in Port Moresby recommendations;
- b. A Training Needs Analysis report; and
- c. An individual online members' survey to identify their national priorities followed by bilateral meetings to explore these priorities.

Proposed Recommendations

The Board is invited to:

- (i) **endorse** the proposed approach to drafting and finalising the 2023/24 Annual Workplan and Budget;
- (ii) **approve** the proposed new programme of activities; and
- (iii) **task** the Secretariat to complete the final phase of Drafting of the 2023/24 Annual Work Plan and Budget to be presented to Board Meeting No. 3 for final approval and RAM 2023 Member consideration endorsement.



Pacific Immigration Development Community

2022/23 Board Meeting 2

17-18 April 2023: Port Moresby, PNG

Annex 1: Review Outcomes

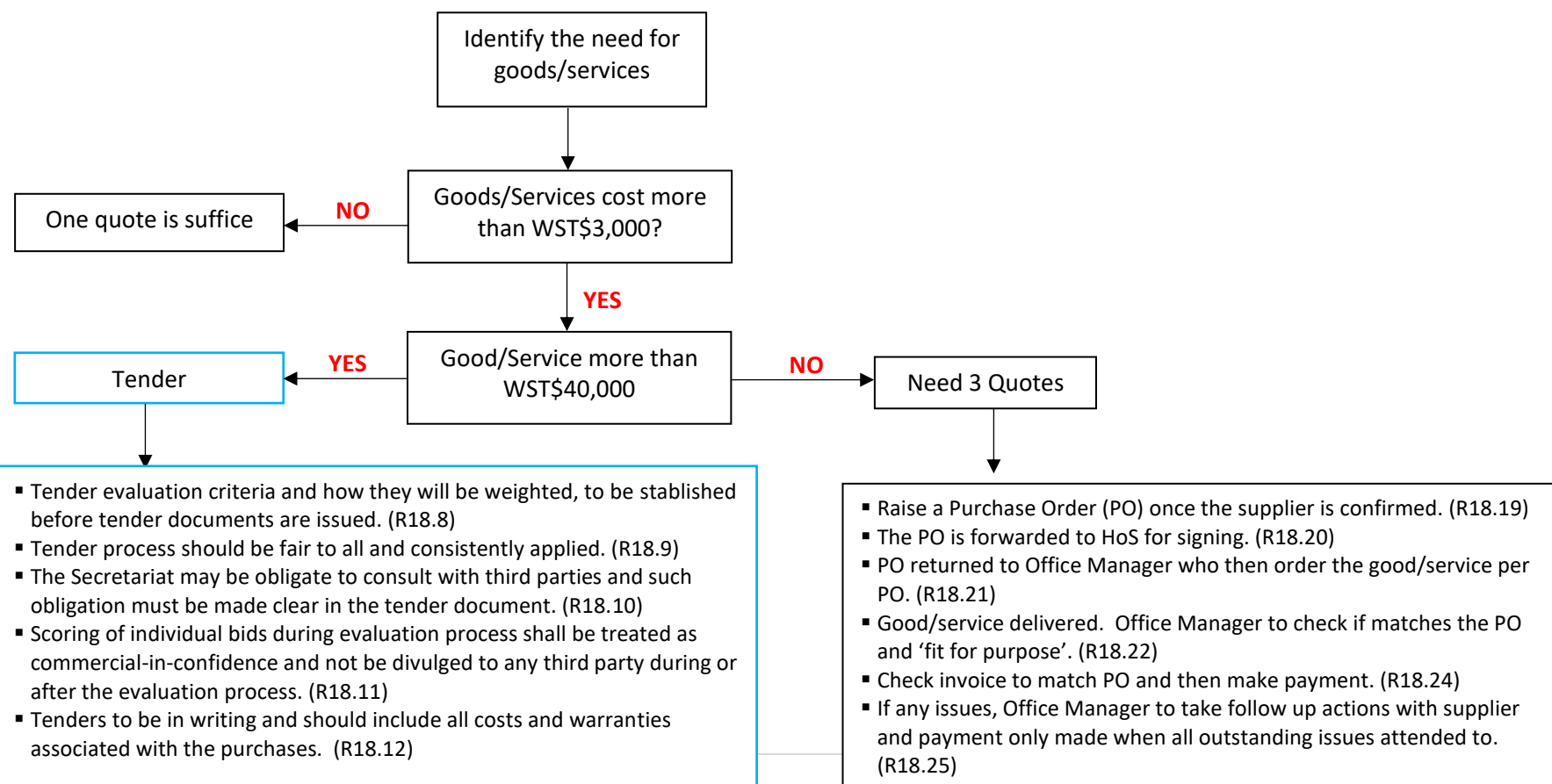
REVIEW OUTCOMES

	Existing Regulation	Review/Discussion	Suggested Way Forward/Comments
1	Tenders would normally be undertaken for a capital investment expected to exceed WST\$20,000 or for goods or services, including contractors and consultants, with a whole of life cost of more than WST\$40,000 (R18.6).	Clarity in the thresholds is important as the procurement threshold stipulate limits for the mandatory application of the procurement methods.	Suggest to revisit the threshold taking into account the HoS's approval threshold of \$30,000. If goods and services more than \$40,000 are tendered, approval still rests with the HoS? The Secretariat current practice the HoS approves and subsequently endorsed by the Board. If this process is to remain it should be reflected in the Regulation because it currently states the HoS is responsible for all procurement activities but not clear guidance on approval thresholds with regards to tender.
2	In undertaking a tender process, care should be taken at the outset to identify and confirm the scope of what is being sought. Tender evaluation criteria and deciding how they will be weighted, should be established before tender documents are issued. (R18.8)	This provision is very generic. It needs to be supported with further guidance on clear responsibility of who shall identify and confirm scope, who to prepare tender request, how to determine the weight for the tendered good/service. Also need to consider whether feedback from country member (consultancy service is rendered for) is required and who is responsible to liaise with member on finalizing the TOR.	Procurement Manual to clearly outline responsibility of: HoS, DHOS, and Officer for the tender process.
3	Scoring of individual bids during the evaluation process shall be treated as commercial-in-confidence, and shall not be divulged to any third party during or after the evaluation process (R18.11)	This is the only provision in the Regulation that discussed how bids are to be evaluated or scored. There is no guidance on how the scoring are to be awarded and calculated. Technical and Financial evaluations are also not discussed and how these are to be undertaken and combined for final evaluation scoring.	Procurement Manual to include the establishment of a Tender Evaluation Committee for each procurement, the composition of the Committee and who to endorse the selection. This is to ensure consistency. Also consider whether the HoS should be part of the Tender Evaluation Committee or excluded to allow

	Existing Regulation	Review/Discussion	Suggested Way Forward/Comments
		The Secretariat's current practice when go to tender it sets up a Tender Evaluation Committee to evaluate the bids. This is the common practice and it needs to be reflected in the Regulations. Guidance should also be outlines on the establishment of a Tender Evaluation Committee and composition.	clear approval process. The evaluation committee reports to the HoS.
4	The tender process should be fair to all and consistently applied. (R18.9)	<p>A very ambiguous provision without any guidance on how the tender process should be applied to ensure fairness, impartially and consistency.</p> <p>A significant gap in the regulation is the Methods for Procurement and selection. The Secretariat common practice is the use of the Quality and Cost based selection method. The option of Single Source and procurement in case of emergency is provided in the Regulation.</p>	<p>Procurement Manual to clearly outline the Procurement Methods and Selection. This shall include the: Quality and Cost based; Fixed budget; Quality based and Least Cost procurement method.</p> <p>It is important to have the right method of procurement at the start of the procurement process as this will save time and money.</p>
5	R18.19 – R18.25	The regulations do not provide a clear tender process. Regulations 18.19 – 18.25 provides the process for purchasing goods and services that have obtained quotes greater than SAT\$3,000, where a PO is raised but fail to provide the process for tendering for goods and services where contracts are drawn up.	Procurement Manual to include guidance on the tender process step by step.
6	Others:	<p>Regulation does not stipulate process for complaint during or after the tender process.</p> <p>Procurement Planning – the regulation does not provide guidance on planning for procurement. The absence of Procurement Planning is one reason there is delay in the process due to poor planning.</p>	<p>A key section for the Procurement Manual. Refer to draft Procurement Manual content.</p> <p>A key section for the Procurement Manual. Refer to draft Procurement Manual content.</p>

	Existing Regulation	Review/Discussion	Suggested Way Forward/Comments
		Contract Management – the regulation fails to provide any provisions with regards to contract management. Good contract management ensure both parties to a contract fully meet their respective obligations as efficiently and effectively as possible.	A key section for the Procurement Manual. Refer to draft Procurement Manual content.

Annex 2: Procurement Flow Chart (in accordance with the current Regulation)



Annex 3: Draft Content for Procurement Manual

Section 1:

1. Purpose of the Manual
2. Objectives of the Manual
3. Application of the Manual
4. How to use the Manual

Section 2: Procurement Principles

1. Value for Money
2. Efficient and Effective management of resources
3. Probity and ethics

Section 3: Procurement Process

1. Selection of Appropriate Procurement Method
2. Establishment of Tender Evaluation Committee
3. Appointment and Composition of Tender Evaluation Committee

Section 4: Request for Tender

1. Preparing the Draft Request for Tender
2. Terms and Conditions of Tender
3. Request for Tender
4. Request for Tender Documentation
5. Request for Tender Approval

Section 5: Invitation

1. Distribution of Request for Tender Documents
2. Receipt and Opening of Tenders
3. Registration of Tenders
4. Opening of Tenders

Section 6: Tender Evaluation

1. Evaluation Process
2. Code of Ethics
3. Confidentiality
4. Gifts and Hospitality
5. Conflict of Interest
6. Selection of the Preferred Bidder
7. Approval of Evaluation Report.

Section 7: Awarding of Contract

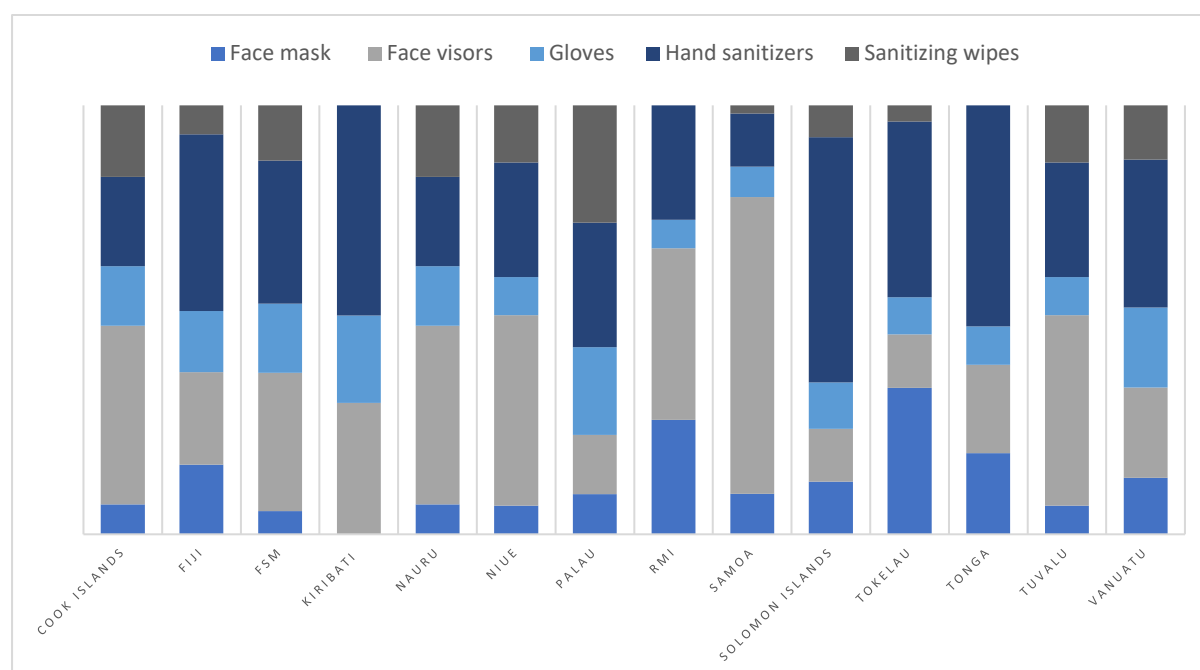
Section 8: Contract Management and Amendments

Section 9: Complaints

Appendixes:

1. Declaration of Impartiality and Confidentiality Form
2. Sample of Request for Tenders
3. Sample Tender Evaluation and Recommendation
4. Sample Consultancy Agreement
5. Sample Good Contract
6. Sample Small Services Contract
7. Sample Consultancy Contract

Annex 4: PPE composition supplied to Members (as of 31 March 2023)



Annex 5: Members have all received communication packages

	Communication Package	Original Communication package composition										Comments
		Laptops	Licenses - Antivirus	Licenses - Microsoft Office	Projector	Conference Camera	UPS	Internet Plan	Licenses - Zoom	Whiteboard	TV	
1	American Samoa	✓	✓	✓	✓	✓	✓	•	✓	•	•	
2	Cook Islands	✓	•	•	•	✓	•	✓	✓	•	✓	Had existing antivirus and projector
3	FSM	✓	✓	✓	✓	✓	✓	•	✓	•	•	Confirmed not needing internet support at the time.
4	Fiji	✓	✓	✓	•	✓	✓	✓	✓	•	•	Had existing equipment
5	Kiribati	✓	•	•	✓	✓	✓	✓	✓	•	•	Confirmed having existing antivirus.
6	Marshall Islands	✓	✓	✓	✓	✓	✓	✓	✓	•	•	
7	Nauru	✓	•	•	✓	✓	✓	✓	✓	•	•	Confirmed having existing antivirus.
8	Niue	✓	✓	✓	✓	✓	✓	✓	•	•	•	
9	Palau	✓	✓	✓	✓	✓	✓	•	✓	•	•	Confirmed not needing internet support at the time.
10	Samoa	•	•	•	•	•	•	•	✓	✓	•	Opted to purchase an interactive whiteboard for the funds allocated for original communication package.
11	Solomon Islands	✓	✓	✓	✓	✓	✓	✓	✓	•	•	
12	Tokelau	✓	✓	•	✓	•	✓	•	•	•	•	Confirmed existing resources to use.

	Communication Package	Original Communication package composition										Comments
		Laptops	Licenses - Antivirus	Licenses - Microsoft Office	Projector	Conference Camera	UPS	Internet Plan	Licenses - Zoom	Whiteboard	TV	
13	Tonga	✓	✓	✓	✓	.	.	✓	✓	.	.	Confirmed existing resources to use.
14	Tuvalu	✓	✓	✓	✓	✓	✓	✓	✓	.	.	
15	Vanuatu	✓	.	✓	.	✓	✓	✓	✓	.	✓	Confirmed existing resources and opted for a TV display instead of a projector.

Annex 6: Summary of COVID-19 Support Programme Spending

Summary Spending (Activities)

Communication Packages (laptops, antivirus, MS licences, projector, conf. camera, UPS, whiteboard, TV and internet plan)	28,0367.48
Personal Protection Equipment and other cleaning and hygiene products	160,992.60
Members zoom accounts	29,027.38
Other projects/resources requested	252,052.46
Total:	722,439.92
Percentage of total budget:	74%

Annex 7: Regulation 14 Review and Suggested Way forward

Regulation 14 Review and Suggested Way forward

	Existing Regulation	Review/Discussion	Suggested Way Forward/recommendations
	Travel Booking:		
1	All approved and confirmed international travel to be arranged through PIDC's Travel Agent (R14.16).	PIDC currently use Corporate Traveller and they are generally expensive compared to the airlines. Corporate Traveller has additional administrative costs in addition to the ticket cost itself, and often these costs are not provided up front but later invoiced. Single sourcing travel arrangements is not economical.	(i) Adopt the three quotes approach. The three quotes approach is adopted by other regional organisations including PIFS and SPREP. This will allow the Secretariat to weight cost and determine the most direct and economical route for travel. (ii) Amend the regulation to allow the Secretariat to seek at least three quotes from any International Air Transport Association (IATA) accredited agency or airline while allowing single quote on monopoly routes where there is only one carrier.
2	The earlier the Travel Agent is advised of travel the better for both the traveller and the PIDC budget. Traveller to keep the number of changes to booking arrangement to a minimum. Cost of airfares and accommodation will likely increase, with changes to itineraries and flight and accommodation arrangements. (R14.17-14.19)	The Secretariat has had cases of PIDC participants cancelling after ticket has been issued. Negligence of traveller causing PIDC to meet additional costs.	(iii) Policy to stipulate for all travel to be booked on refundable airfares or the next most cost-effective fare for PIDC. Where travel is to one destination e.g. direct to Suva or Nadi or Auckland special fares are to be utilized to save costs. (iv) In situations where additional costs are incurred for flights due to negligence of the staff or for non-official changes, the additional costs will be the responsibility of the staff/Board/Member representative.
3	Travel class, route and mode.	The regulation does not stipulate the type of Class of ticketing and how to determine the most direct and economic route. These details need to be stipulated for clear guidance for travel booking.	(v) Policy to stipulate all travel bookings to be for economy class and by the most direct and economic route. Reasonable consideration and flexibility should be given in weighting costs against other relevant factors such as airline safety, airline schedule, duration of flights, etc.

	Existing Regulation	Review/Discussion	Suggested Way Forward/recommendations
			(vi) Exceptional to travel business class is to be approved by Head of Secretariat with later justification to the Board.
	Per diems:		
4	Per diems related solely to travel expenses. Agreed by the Board each year and to be based on latest United Nations rate and moderated as considered appropriate to by the Board, on advice of the HoS. Paid to meeting participants at the beginning of a meeting in currency recognised at the venue of the meeting (R14.20-14.25)	<p>The regulation makes reference to what rate to adopt but fails to stipulate how per diem is calculated and the period for calculation (start and end). For clarity and consistency calculating per diems should be stipulated. PIDC per diem is currently set at 75% of the prevailing UN rates and country based.</p> <p>The regulation only stipulates when per diem are paid to meeting participants, but does not stipulate when per diem are paid for Secretariat staff.</p>	<p>(vii) Policy to stipulate the period for calculating per diem, that is commences when traveller arrives at their first port of destination and finishes when the traveller departs for the PIDC Secretariat office in Apia/traveller country office.</p> <p>(viii) Stipulate in the Travel Policy how per diems are calculated for transits.</p>
	Personal Travel		
5	PIDC is not responsible for country representative and programme participants undertaking personal travel either side of a PIDC event. PIDC assumed that the person travelling has approval from their home country to undertake personal travel. PIDC will seek to recover any additional costs charged to it, as a consequence of personal travel. (R14.35-14.38)	In the past the Secretariat experienced situations where members representative requesting to leave PIDC event due to personal commitment. In this instance the Secretariat followed the current regulations as it clearly states PIDC is not responsible.	<p>(ix) PIDC members need to be aware of this regulation on the personal travel.</p> <p>(x) Stipulate that personal travel also include 'emergencies' causing traveller to leave PIDC event earlier than planned.</p>
	Other not in regulation		
6	Secretariat staff travelling as an observer to meetings of other organisations e.g. annual meetings for OCO, PICP, PIFS, etc.	Regional partners have annual meeting and PIDC are invited to attend each year. This is a reoccurring cost for PIDC's operational budget under its advocacy activities.	(xi) Policy to address staff travelling as an observer to meetings of another organisation. Decision to travel should have clear benefits to PIDC and its priorities.
7	Secretariat staff travel outside the Pacific Region.	The Secretariat is often invited to attend meetings/workshop on immigration related topics. Attendance is either fully funded or partly funded.	- Policy to stipulate travel outside the Pacific region is not encouraged and can only be approved by the HoS. Approval of such travel

	Existing Regulation	Review/Discussion	Suggested Way Forward/recommendations
			<p>would only be granted on one or more of the following grounds:</p> <ul style="list-style-type: none"> - Official letter of invitation with full funding provided; - If partially funded, the shortfall to be identified prior to travel. - There are clear benefits to PIDC and the region; - It will add value to PIDC's work and its Strategic Plan; - It will result in a significant likelihood of funding for PIDC programmes; - There is no clash with any prior commitment by the officer concern; - The officer is presenting a paper and such paper has been agreed by the HoS. - Secretariat to implement the use of Travel Plan, Travel Acquittal and back to office trip report as attached in Annex 2 3 and 4 to ensure clear travel arrangement for Staff and Members for accountability purposes and also for Audit purpose

ANNEX 8: Travel Plan Template

TRAVEL PLAN #

DATE PREPARED:

PERSON TRAVELLING

1.Purpose of Travel:			
2. Travel Proposal :			
ROUTE	DAY/ DATE	FLIGHT	TIME
APIA/NADI	THU 09 DECEMBER	FJ254	1600/1700
NADI/SUVA	SUNDAY 12 DEC	BY ROAD	12PM/4PM
SUVA/NADI	THURSDAY 03 FEB 2022	BY ROAD	7AM/10AM
NADI/APIA	THURSDAY 03 FEB 2022	FJ255	12:15PM/4PM
3. AIRFARE COST: FJD\$2403 SEMI FLEXI (ECONOMY CLASS) FIJI AIRWAYS			
4. PER DIEM REQUESTED: Yes as detailed below: Including ROAD ALLOWANCE OF			
5. ACCOMODATIONS: PERSONAL OR BUSINESS TRAVEL			
6. EXPENSE CODE:		PROJECT CODE:	
7. Special Instructions: a) Please pay the following: road allowance both ways b) Transport costs from airport to hotel () c) c)			
8. Please acquitt upon return by submitting all receiptps of payment to Finance			
For person travelling: <div style="text-align: center;">----- PIDC SECRETARIAT</div> <div style="text-align: right;">Date:.....</div>			
13. Approval by HEAD OF SECRETARIAT: <div style="text-align: center;">----- HEAD OF SECRETARIT-PIDC</div> <div style="text-align: right;">Date:</div>			
14. Finance Calculated by: Checked by Per Diem paid Cheque #	<u>Initial</u> _____ _____ _____ _____	<u>Date</u> _____ _____ _____ _____	



Annex 9: Travel Acquital Template

PACIFIC IMMIGRATION DEVELOPMENT COMMUNITY - TRAVEL ACQUITTAL

Travel Plan Number

Name:

Date of Travel:

1.	Advances	Per Diem	
		Accommodation Adv	
		Accountable Advance	
		MCO	
		Other	
		Total	

2. **Travel** ☐ Travel was completed as per the original travel plan:
- or ☐ Revised and approved TP #..... is attached together with unused coupons/MCO

3. **Hotels** ☐ I paid for accommodation on the following nights:
- ☐ I did not pay for accommodation on the following nights:
- ☐ The Secretariat or host organisation provided accommodation on the following nights.
- ☐ I was accommodated privately on the following nights.

4. **Expenses**

Date	Country	Payment	Type of Expense	Receipt #	Currency	Amount	Finance Only		
							Rate	F\$	Ledger

5. **Declaration:** I certify that the above expenses were incurred by me and are an official charge against the Secretariat in accordance with the current travel guidelines. I agree to refund the Secretariat any amount due within two weeks of completion of travel.

Officer Travelling: _____ Date: _____

Approved by: _____ Date: _____

Annex 10: Trip Report Template

Trip Report	
Meeting Title	
Travel Period	
Meeting Location	
Agency/Organisation inviting PIDC	
How did the Secretariat become aware of this forum	
Other Attendees	
Is PIDC's attendance funded or are we to be self-funded?	
Purpose/Objective/Outcome of meeting	
What is the background to this invitation?	
Key Outcomes achieved	