



Belau Submarine Cable Corporation

Governance Manual

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1. Governing Principles

The governing principles of Belau Submarine Cable Corporation (BSCC) are derived from RPPL 9-47 (the BSCC Act) of September 15th 2015, and signed into law on September 21st 2015, and from the associated By Laws, adopted by the BSCC Board on February 2nd 2016.

- BSCC is a perpetual state-owned corporation. BSCC may not issue stock to the general public, but after ten (10) years the government may consider privatisation.
- BSCC activity encompasses any lawful purpose related to the procurement, ownership and management of a fibre optic cable on behalf of the Republic of Palau.
- BSCC will establish a competitive and level playing field to enable a competitive price for the best services for Palauans and visitors.
- BSCC will operate on sound business principles, with full cost recovery, including the cost of capital.
- BSCC will ensure open access for all licensed ICT retail service providers (RSPs) so that benefits accrue to consumers.
- BSCC will not sell capacity to consumers on a retail basis.
- All profits accrued by BSCC must be applied to pay down the loan provided by Asian Development Bank for the first Palau international submarine cable network and such other debts as may be incurred in support of BSCC's business.
- BSCC will adopt performance measures to ensure the delivery of high quality services.
- BSCC will meet all requirements of the Environmental Quality Protection Board.
- BSCC will ensure that all processes are designed and executed to minimise risk of fraud.
- BSCC Board Meetings will be held at least quarterly.
- BSCC has developed a Reference Access Offer approved by the Minister of Infrastructure, Industries and Commerce. The RAO will provide the basis for all

sales contracts with ICT Service Providers. Service Provider requirements beyond the standard offering will be met by BSCC on a cost plus basis.

2. Mission

BSCC's mission is:

Provide ICT Service Providers in Palau with equal access to high quality wholesale capacity at the lowest pricing commensurate with full cost recovery.

3. Board

Within the limits of the BSCC Act and By-Laws, all authority for BSCC's activities resides with the Board of Directors.

The BSCC Board is:

Chairman Keobel Sakuma
Treasurer Eric Whipps
Secretary Johvanna Yaoch
Director Conrad Ellechel
Director Tim Udui

During the project's busy construction phases, the Board aims to meet monthly, or more often if required. The Board recognizes that, even so, exacting and complex project schedules may require more agile decision-making. Accordingly, the Board may establish a sub-Committee authorised to deal with rapidly moving events in a responsible and timely fashion. .

All decisions of such a sub-Committee, while made with the authority of the Board, will be reported to the next Board meeting for review and ratification. It is the responsibility of each sub-Committee Convenor to identify any decision of such import that it should be referred to the full Board before any action is taken. All Committee meetings will be minuted by the CEO. Board Meetings are minuted by the Secretary.

Directors may attend meetings of sub-Committees or of the Board by telephone, video or similar link, and such attendance constitutes presence in person. Sub-Committee or Board decisions can also be taken by Circular Resolution, with email or scanned signed documents acceptable evidence of the decision.

For the purposes of 8 (g) of the BSCC Act, attendance at sub-Committee meetings constitutes undertaking business of the Board.

A sub-Committee establishes its own procedures, including meeting schedules, to be approved by the Board. It is the responsibility of the CEO to ensure visibility of sub-Committee proceedings among all Directors.

4. Structure

BSCC will operate with a view to minimising complexity and cost. Most services will be provided by outsourcing.

5. Procurement

Most procurement during the construction phase of the PC1 project, including the CAP-A Extension, will be related to the ADB funded project. Any procurement for the core ADB funded submarine network project will be subject to ADB procurement processes.

For non-ADB construction project goods and services, where practicable, BSCC will source from Palauan suppliers and follow ADB-style procurement processes.

Method	Criteria
Shopping	Up to \$2,000
Three quotes	Up to \$10,000 or \$10,000 pa
Formal RFP	Up to \$100,000 or \$100,000 pa
Broad solicitation and tender	Above \$100,000 or \$100,000 pa

6. Delegations

Item	Approval	Payment
Contracts	Up to \$10,000 pa - CEO Over \$10,000 pa – Board resolution	Any two of Directors or CEO / CM ie CEO or CM plus One Director, or two Directors
Business Travel	CEO travel – Board Chairman or, if unavailable, Director approve expense reimbursement Staff travel – CEO prior approval Board travel – CEO prior approval or Board resolution	Any two of Directors or CEO / CM
General Expenditure	If in Business Plan – CEO If not in Business Plan Up to US\$5,000 – CEO Over US\$5,000 to US\$20,000 – Board Chairman or, if unavailable, one Director	Any two of Directors or CEO / CM

	Over US\$20,000 Board resolution	
Staff Payments	Approving CEO contract and amendments – Board Approving staff contracts and amendments – CEO	Any two of Directors or CEO / CM
Business Plan	Board resolution	n/a
Office Equipment	If in Business Plan – CEO If not in Business Plan Up to US\$5,000 – CEO Over US\$5,000 to US\$20,000 – Board Chairman or, if unavailable, one Director Over US\$20,000 Board resolution	Any two of Directors or CEO / CM
Payments to Directors	Approved schedule – CEO Outside approved schedule – Board resolution	Any Director and CEO / CM
Network Capital Expenditure* *Excludes ADB related payments which are subject to separate approved process Internal Payment Authorisations – Project Phase	If in Business Plan – CEO If not in Business Plan Up to US\$5,000 – CEO Over US\$5,000 to US\$20,000 – Board Chairman or, if unavailable, one Director Over US\$20,000 – Board resolution	Any two of Directors or CEO / CM
Consultancy, legal, financial, technical services etc	If in Business Plan – CEO If not in Business Plan Up to US\$10,000 pa – CEO Over US\$10,000 to US\$20,000 pa - Board Chairman or, if unavailable, one Director Over US\$20,000 pa – Board resolution Undertaking litigation – Board resolution	Any two of Directors or CEO / CM
Customer pricing	If within 10% of Business Plan – CEO More than 10% of Business Plan – Board resolution	n/a
Changes to Delegations	Board resolution	n/a

7. Travel

Travel is normally economy class, but for longer trips in excess of five hours flight time, business class may be used.

Employee's reasonable business travel costs are reimbursed subject to provision of appropriate documentation.

Directors travelling on Corporation business are entitled to a per diem in accordance with Republic of Palau Executive Branch rates or equivalent. This per diem is also applied where non-BSCC personnel travel on BSCC business.

For ready accessibility, BSCC uses US State Department rates for Board of Directors (BoD) per diem calculations.

Where hotel costs exceed the lodging component of the per diem, actual costs may be reimbursed and the ex-lodging per diem applied for meals and incidentals.

Exceptional travel costs, such as hire car or inter-city train travel, are reimbursed at actual cost.

8. Environment

All work undertaken during network construction complies with the strict environmental reviews and processes stipulated by the ADB.

BSCC is committed to maintaining the highest standards of environmental protection.

9. Employment

BSCC is an equal opportunity employer. Where practicable, BSCC will employ Palauan citizens.

BSCC does not tolerate sexual exploitation, abuse or harassment of any kind. Any incident must be reported immediately to the BSCC Board or CEO. The BSCC Board or CEO will report the incident to the appropriate authorities, investigate and take any required action.

BSCC operates an employee incentive regime, as determined by the Board. All employees are eligible for the scheme.

BSCC employment is based on individual contracts, that provide for annual salaries and no fixed hours of duty, to allow flexibility and optimal staffing levels.

There are three tiers of salary range, benchmarked against comparable industry standards in Palau:

- a) CEO, where contract is negotiated by the Board based on skills and experience
- b) Manager, where a standard BSCC contract is used, with salary negotiated by the CEO based on the current benchmarks for that range

- c) Officer, where a standard BSCC contract is used, with salary negotiated by the CEO based on the current benchmarks for that range

10. Billing and Connection

BSCC's standard terms for billing are monthly in arrears, 30 days to pay.

Where a customer fails to make payment after 30 days, BSCC will issue a three working day warning to allow the customer to rectify the situation. If, after that, the bill remains outstanding, BSCC will suspend capacity transport until all payments are received in full.

11. Transparency

As a State-Owned Enterprise (SOE), BSCC is committed to high quality, timely reporting to its Shareholder, and to full and open reporting to the general public through its web site.