























but it is fundamental to change. If we're not able to fill positions and we're not able to fulfill the mandates of each department, we're certainly not able to do that in an efficient way and in a timely way.

One of the strategies that we have used is actually a sole source contract, subject to this audit. We had a situation where a director of a significant department, which is our asset property management, we had a leader that got ill. We had a number of staff that we attempted to put in an acting position and they just simply didn't want to take it on. We were left with a significant department that serves the whole of government and communities without leadership. We had to take steps very quickly to bring in some expertise to get this program back into shape. We used a sole source contract to do that.

There are different methodologies of addressing the problems, but I think we need to look at it in its holistic nature. We need to look at recruiting, we need to look at retaining, and we need to look at succession planning. All of those things have to happen together or else we just move the bubble along the tube and the problem down to another place. So it's huge. It takes the effort of the whole of government and the whole of government is working towards improving on this, but it also takes time to achieve that. Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Lausman. Next, we will go to the President of the Qulliq Energy Corporation, Mr. Mackey.

**Mr. Mackey:** Thank you, Mr. Chairman. I have to echo the comments of my colleague here. Certainly, from QEC's perspective, we're looking at various strategies to reduce turnover and increase

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ርዕሴታዊ ድርጊት ለማከናወን ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል። ለዚህም ማሳሰቢያ ሆኖብን ይታወቃል። ለሀገራችን የሚደረግ ስራ ለማግኘት ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል።

የሀገራችንን ስራ ለማስቀጠል ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል። ለዚህም ማሳሰቢያ ሆኖብን ይታወቃል። ለሀገራችን የሚደረግ ስራ ለማግኘት ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል።

**አብይ ገብረ** (ጋንዳባህ): ማለፊያ፣ ጉ ርዳኤ፣ የመከራከሪያ ስራ ለማግኘት ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል።

**ጊዮርጊስ** (ጋንዳባህ): ማለፊያ፣ አብይ ገብረ። ለሀገራችን የሚደረግ ስራ ለማግኘት ደጋጋሚ የሚሆኑ ነገሮችን ለማቀናጀት ለሚችሉ ሰው ኃላፊዎችን ማግኘት ሲባል ይቻላል።





























































get missed.

I'm speaking generally here. So when you have turnover and somebody leaves a position and you bring someone else in to do that, it's really important at that point to make sure that the training questions get asked and that they've got the training that they require to do the job. Thank you, Mr. Chairman.

**Chairman:** Thank you, Mr. Campbell. Mr. Curley.

**Mr. Curley:** Thank you. It's very important. I appreciate the response. I think, appropriately, it gives me at least a clear understanding as to how it actually works.

So my next question, really, is to the three officials there. First of all, I want to start with Madam Lausman. Would it be appropriate to say that there possibly should be one type of training for all the Crown corporations as well as the officials on occasion in order to save costs? Why have three different trainings to some of the aspects of the territorial policies?

If my point of view is, I believe, in line with the government's thinking, it would certainly save some costs. I know that there are separate training requirements needed for each position and so on, but if that were to be followed by the government, would that kind of thing be useful for the government as a whole? Thank you.

**Chairman:** Thank you, Mr. Curley. Ms. Lausman.

**Ms. Lausman:** Thank you, Mr. Chairman. That's an excellent question. Certainly there are elements of commonality in purchasing and contract management to

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**ግብይት (ጋንታባታ):** ናይትግራፍ፣ ገንጠል ስራ፣ ገንጠል ስራ።

**ጋንታባታ (ጋንታባታ):** ናይትግራፍ፣ ርዕይ ለማግኘት፣ ናይትግራፍ ለማግኘት ማድረግ ይቻላል።

ሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል።

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**ግብይት (ጋንታባታ):** ናይትግራፍ፣ ገንጠል ስራ፣ ገንጠል ስራ።

**ርዕይ (ጋንታባታ):** ናይትግራፍ፣ ግብይት፣ ርዕይ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል። ለሌሎች ሰነድ ለማግኘት ማድረግ ይቻላል።

















implicate the rights and privileges that have been negotiated by all participants prior to surrendering the aboriginal title. We have gone beyond that now.

So can the Deputy Minister of CG&S ensure that she will not continue to try and undermine, particularly the reference that she did not quote, 24.4.3, where it obligates the GN to consult with the DIO when any modifications of the policy are being framed, that you will defer these questions to the Deputy Minister of ED&T for consultation if you have any concerns? Could you assure us that you will do that? Thank you.

**Chairman:** Thank you, Mr. Curley. Ms. Lausman.

**Ms. Lausman:** Thank you, Mr. Chairman. It is very clear within the GN that ED&T is the lead liaison on the NNI Policy for the government and that's their requirement to take that forth to deal with NTI and other organizations around the NNI Policy relative to Article 24 and I think they have been very actively involved in that. I think that my colleague, Deputy Minister Long, can speak in more detail to that itself. Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Lausman. Mr. Curley, do you have any questions on paragraphs 10 to 22? Once again, you have gone into paragraph 71 and I have other Members that would like to ask questions on paragraphs 10 to 22. Mr. Curley.

**Mr. Curley:** Thank you. I'm taking the position that the report is not that deep or that complex, so I'll defer my question until then. The NNI Policy has been alluded to in earlier chapters as well, right from the beginning, and that's why I'm taking the time. I'll stop for a while.

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እርሷም ለሚከተሉት ጋር ማህበራዊ ግንኙነት ማረጋገጥ አስፈሪክ ነው።

**ጠቅላይ ሚኒስትር:** (ጋህገባታዎች) ፊደላዊት፣ ገንዘብ ጋር ጋር ነው።

**ጠቅላይ ሚኒስትር:** (ጋህገባታዎች) ፊደላዊት፣ ጠቅላይ ሚኒስትር ለሚከተሉት ጋር ማህበራዊ ግንኙነት ማረጋገጥ አስፈሪክ ነው።

**ጠቅላይ ሚኒስትር:** (ጋህገባታዎች) ፊደላዊት፣ ገንዘብ ጋር ጋር ነው።

**ጋህገባታዎች:** ፊደላዊት፣ ሲፎል፣ ሲፎል ለሚከተሉት ጋር ማህበራዊ ግንኙነት ማረጋገጥ አስፈሪክ ነው።







will have some of our staff from one office travel to another office to provide that training, depending on their expertise and availability.

We do recognize the need for a more formalized approach to training and we will continue to work with CGS, QEC, and other departments and agencies to enable that. As well, we do recognize that we are providing training right now to people who have other job functions and as such, we have identified the need for dedicated procurement and contracting staff. So we will be pursuing that avenue as well.

It's worth noting that we did have a term procurement officer who was funded through our capital programs. The problem, of course, with these types of positions is once the funding expires, so do the positions. So this one incumbent, for example, we had been putting through a training program and this person is actually now working for CGS as part of their procurement team.

So it may be worth noting that some of our recruitment efforts, as with other departments and agencies, sometimes result in trained staff being made available for other organizations, whether they be within government or the private sector. Thank you.

**Chairman:** Thank you, Mr. Barriault. Are there any more questions? I have the next section, awarding of contracts, paragraphs 23 to 42. I know Ms. Ell has some questions, but before we move on, do you have questions? Just so I have it clear and so I don't confuse people, this is from paragraphs 10 to 22? Okay. I'll add your name to the list. I've got two people already before you, Mr. Rumbolt. Ms. Ell, we're moving on to the awarding of

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ፈርስታብ ልዩ ልዩ ሰራተኛዎችን ለሌላ ኮንታክት ለማስተካከል ይረዳሉ። ለደብዳቤው ላይ ያለው ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ። ለደብዳቤው ላይ ያለው ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ።

**ጠቅላይ ልግ (ጋራ ስብሰባ):** ማለፊያው ላይ ለሌሎች ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ። ለደብዳቤው ላይ ያለው ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ። ለደብዳቤው ላይ ያለው ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ። ለደብዳቤው ላይ ያለው ልዩ ልዩ ሰራተኛዎችን ለማስተካከል ይረዳሉ።



















<p>usually it's the vendor that provides a service level agreement for the service for maintaining that software.</p> <p>Whether or not we can find a different way to handle what those contracts look like is something that we're examining. Thank you, Mr. Chairman.</p> <p><b>Chairman:</b> Thank you, Ms. Lausman. Ms. Ell.</p> <p><b>Ms. Ell:</b> Thank you, Mr. Chairman. In paragraph 34 of the report, it indicates that in cases where the Department of CG&amp;S procures on behalf of other departments, the government's Contracting Procedures Manual "is not explicit on whether the sole-source justification is to be approved by the initiating department or by" the CG&amp;S department. "The common practice has been that the initiating department decides whether to use a sole-source contract." In your view, is this appropriate? Thank you, Mr. Chairman.</p> <p><b>Chairman:</b> Thank you, Ms. Ell. I believe that question is directed towards the Office of the Auditor General. Mr. Ferguson.</p> <p><b>Mr. Ferguson:</b> Thank you, Mr. Chairman. Certainly, the reason that we raised it was we felt that this needs to be more explicit in the procedures manual about that approval of the sole source justification. We made a recommendation in this area also in paragraph 36. So we feel that it does need to be made more explicit and, therefore, put that recommendation forward, Mr. Chairman.</p> <p><b>Chairman:</b> Thank you, Mr. Ferguson. Ms. Ell.</p> <p><b>Ms. Ell:</b> Thank you, Mr. Chairman. My next question is to Ms. Lausman, CG&amp;S.</p>	<p>ኛይዎና ወረቀታዊ ልምድ ለማግኘት ብቻ ነው ለማግኘት የሚያስፈልገው ሌላ አማራጭ የሌለበት ሲሆን ለማግኘት ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p> <p><b>ጠቅላይ ልማት (ጋራ ስልጠና):</b> ማህተም ልማት ሊያስፈልግ ይችላል። ማህተም ልማት ሊያስፈልግ ይችላል።</p>
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<p>alluded to in the report? Thank you.</p> <p><b>Chairman:</b> Thank you, Mr. Curley. We will start with the Deputy Minister of Community and Government Services, Ms. Lausman.</p> <p><b>Ms. Lausman:</b> Thank you, Mr. Chairman. There were a number of instances that were identified by the report that CGS “did not award 4 of 7 sole-source contracts procured for itself and 3 of the 6 awarded on behalf of other departments, according to the rules.” The reasons highlighted in the findings from the report varied somewhat and I’ll just list them.</p> <p>In the case of sole source contracts for the departments, the reason for sole source was not acceptable and that was for two of them.</p> <p>For one that CGS awarded, again, we talked about that, it was software and the work had started before the documented signature on the approval.</p> <p>Again, another case, software and again, it’s a service level agreement; the work had started before the approval was documented on the file.</p> <p>Again, Oracle Software, the sole source was signed only by a director and not by the Deputy Minister, and that was an issue of contract authority given to different positions.</p> <p>In another case, heavy equipment maintenance, again, the reason for the sole source was not seen as acceptable and the order of signatures was not correct.</p> <p>There is, in our case, nothing that we could see that was urgent, simply other reasons for doing sole sourcing. In the case of</p>	<p><b>ᐃᑲᓯᐸᐅᑕᑦ</b> (ᐅᓴᓂᐅᑕ): ᑦᐃᑦᐸᐸᑦ, ᑦᑦ ᐃᑕ. ᐱᑦᐸᑲᑲᑲᑦᐸᑦ ᑦᑦ ᐃᑕ ᐃᑕᑕᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᑲᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᑲᑕᑕᑦᐸᑦᐸᑦᐸᑦ.</p> <p><b>ᑕᐅᓴᑦ</b> (ᐅᓴᓂᐅᑕ): ᑦᐃᑦᐸᐸᑦ, ᐃᑲᓯᐸᐅᑕᑦ. ᐸᑕᐅᓯᐸᑦᐸᑦ ᐅᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐃᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐃᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᐃᑕᑕᑦᐸᑦ ᐸᑕᐅᓯᑦᐸᑦ ᐅᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᐸᑕᐅᓯᑦᐸᑦ ᐃᑕᑕᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᐸᑕᑕᑦᐸᑦ ᐃᑕᑕᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᑦᑦᑦᑦᑦᑦᑦᑦᑦᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᐸᑕᑕᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ.</p> <p>ᐅᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ ᐸᑕᑕᑦᐸᑦᐸᑦᐸᑦᐸᑦ.</p>
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software, that being a sole vendor, so the one party available and capable of performing the contract. Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Lausman. Next, we will go to the President of the Qulliq Energy Corporation, Mr. Mackey.

**Mr. Mackey:** Thank you, Mr. Chairman. Some of the contracts that were identified by the OAG as being sole source weren't identified by QEC employees as sole source. We talked about some of those earlier in terms of requests for quotes when it really ended up being a sole source than an invitational tender. That's a misunderstanding of how sole source works by the individuals responsible for the procurement.

In some instances, there were sole sources that were listed. Under the definition or explanation by the Assistant Auditor General, they wouldn't have fit as a sole source. It's evident that if enough planning is done, you will recognize that you're going to be doing some work on an engine in the summertime. If you plan far enough ahead, you can actually go out to tender to get someone to do it. If you delay long enough, then you will put yourself in a situation for sole source. Some of that has happened in the past.

From Qulliq Energy's perspective, moving forward, to avoid those types of sole source requirements, the operations group is looking at implementing a comprehensive preventative maintenance program and a maintenance scheduling program that will preclude the necessity for someone to delay or having to do a sole source for something that should have been planned more properly. Thank you, Mr. Chairman.

መገናኛው ደብዳቤ ላይ ደጋጋሚ የሆኑ ጉዳዮችን አይዘጋጅም፤ ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል።

**ጠቅላይ ሚኒስትር:** ጥላቻውን፣ ገንጠላውን፣ ለገንጠላው ሌሎች አማራጮችን እንገምግማለን።

**ፊርማ:** ጥላቻውን፣ ለገንጠላው፣ ለገንጠላው ሌሎች አማራጮችን ይፈልጋል። ለገንጠላው ሌሎች አማራጮችን ይፈልጋል። ለገንጠላው ሌሎች አማራጮችን ይፈልጋል።

የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል። የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል። የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል።

የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል። የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል። የሌሎች ጉዳዮችን ለመፍታት ሌሎች አማራጮች ይፈልጋል።





kinds of options of contractors out there who can just eventually wait for three months until the work has been properly tendered and everything else and that kind of stuff. So my question is: will that ambiguity be clarified and, if so, how? To me, it's really sort of a chicken-and-egg thing. It's not a bombshell question. I don't know whether I'm making myself clear or not. Thank you. All three of them.

**Chairman:** Thank you, Mr. Curley. We will start with the Deputy Minister of Community and Government Services, Ms. Lausman.

**Ms. Lausman:** Thank you, Mr. Chairman. The sole source provisions are actually in the government's contract regulations. We do review them. It's not certainly our view that they are ambiguous. It's our view that it affords them flexibility for getting work done. Certainly, as we went through the audit with the audit team, we looked at various things that would lessen the use of sole source contracts. The auditor has spoken to that already.

For the most part, we are seeing changes take place with the ability to plan forward, to put in place more competitive instruments that allow access quickly when we need it and that's in the form of standing offers and that works quite well. There's certainly some pre-planning that has already been spoken to.

When it comes to sealift, actually two of the occasions that we dealt with were last-minute requests for sealift purchases. For the most part, I think that all the programming that takes place in the GN, everyone is aware that we do have sealift and we choose to do that rather than airlift because it's a lot more effective and affordable. For the most part, we have

በዎች ላይ ተግባር ማድረግ ይቻላል። ለዚህ ምሳሌ ለሰው ኃይል ለመሰጠት ጊዜዎችን ለማረጋገጥ አስፈሪ ጥረት ይደረጋል።

**ጠቅላይ ሚኒስትር:** ጥሪ ሲሆን ለቅርንጫፍ ጉዳይ ደግሞ ምርመራ ማድረግ ይቻላል።

**ሚኒስትር:** ጠቅላይ ሚኒስትር ጋር አገልግሎት ማስገኘት ለሚችል አገልግሎቶች ለመፈለግ ማቻል ይቻላል። ይህም ለሰው ኃይል ማስጠነቅቅ ይረዳል።

አሁንም አገልግሎቶችን ለመስጠት ማቻል ይቻላል። ይህም ለሰው ኃይል ማስጠነቅቅ ይረዳል።

ጊዜዎችን ለማረጋገጥ ማቻል ይቻላል። ይህም ለሰው ኃይል ማስጠነቅቅ ይረዳል።























misunderstood. That was just an example that someone used; I could have used other examples. I just want to be clear that I'm not against any particular business. That is all. Thank you.

**Chairman:** Thank you, Mr. Enook. Paragraphs 23 to 42, awarding of contracts. Mr. Curley.

**Mr. Curley:** Thank you, Mr. Chairman. I normally don't comment ever on my colleagues' responses, unless it's the Ministers themselves. I certainly don't want to be misunderstood either. I was quite careful when I alluded to the very permissible modes in the contract regulations. One is the public tender. They're all categorized. I believe there are mainly four of them: public tender, request for proposals, invitational, and sole source, which could be a negotiated contract.

By and large, I think I'm satisfied from the response of the Deputy Minister of CGS that they will be clarified so that the rules will either consider putting limits on sole source allowables. Given, in my view, normally these are used for an emergency type of nature where the work must be done and must be done on a timely basis in order to get certain services in the community and whatnot developed, that is a very important component, whether it be a public tender, invitational, sole source, or any one of them. I am satisfied that a standing offer agreement may be used more to allow for those individuals who have specific specialized services to take advantage of their expertise to enter into that mode.

What I'm trying to indicate is that sole sourcing is not a taboo. It's not something that's breaking apart the government's finances or sole source doesn't mean that if

ጋዖር-ጋሎት የሚከተል ሁኔታ ላይ ለገንዘብ ማግኘት ለሚችሉ ሌሎች ማስገባት ይቻላል። ለምሳሌ የብንብር ማዘጋጀት ለሚችሉ ሌሎች ማስገባት ይቻላል።

**ግብርና ልማት (ጋዥ/ጋሎት):** የሚከተለው ገንዘብ ለሚገኝ 23-ኛው 42-ኛው ገንዘብ ነው።

**ጋር** (ጋዥ/ጋሎት): የሚከተለው ልማት ሲኖር ስምምነት ላይ ስምምነት ይሰጥበት ይቻላል። ገንዘብ ማግኘት ለሚችሉ ሌሎች ማስገባት ይቻላል። ለምሳሌ የብንብር ማዘጋጀት ለሚችሉ ሌሎች ማስገባት ይቻላል። ለሌሎች ማስገባት ይቻላል።

የሚከተለው የጋር ስምምነት ላይ ስምምነት ይሰጥበት ይቻላል። ለምሳሌ የብንብር ማዘጋጀት ለሚችሉ ሌሎች ማስገባት ይቻላል። ለሌሎች ማስገባት ይቻላል።

ርዕዮተኛው ስምምነት ላይ ስምምነት ይሰጥበት ይቻላል። ለምሳሌ የብንብር ማዘጋጀት ለሚችሉ ሌሎች ማስገባት ይቻላል።















Chairman. Thank you for the response. I would like to ask another question to the Office of the Auditor General. Did your audit identify any cases where entities spent more than their approved budgets as a result of this problem? Thank you, Mr. Chairman.

**Chairman:** Thank you, Mr. Ningeongan. Mr. Campbell.

**Mr. Campbell:** Thank you, Mr. Chairman. Again I would like to ask Ms. Salvail to respond to that question. Thank you.

**Chairman:** Thank you, Mr. Campbell. Ms. Salvail.

**Ms. Salvail:** Thank you, Mr. Chairman. No, we didn't track that, so we can't say. Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Salvail. Mr. Ningeongan.

**Mr. Ningeongan:** Thank you, Mr. Chairman. Let me try again. In paragraph 49 of your report, you indicate that the Nunavut Housing Corporation “did not document the reasons for change orders in one third of its contracts” that your office examined. What reasons were provided to your office for why the required process was not followed? Thank you, Mr. Chairman.

**Chairman:** Thank you, Mr. Ningeongan. Mr. Campbell.

**Mr. Campbell:** Thank you, Mr. Chairman. I'm going a bit from memory here, but I think the answer to the question was largely around capacity in terms of people moving quickly and just not basically having time to do this. I'm more mindful of the audit we did on child and family

ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ለዚህ ምክንያት ማረጋገጫው ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ጠቅላይ ሚኒስትር:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ቤት:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ጠቅላይ ሚኒስትር:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ካህናት:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ጠቅላይ ሚኒስትር:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ሚኒስትር:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ለዚህ ምክንያት ማረጋገጫው ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ጠቅላይ ሚኒስትር:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።

**ቤት:** (ጋንታባታ): ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም። ፍጥረት ለጥያቄዎቻችን ለሚሰጡ ገንዘብ ለማግኘት ለሚገቡ ሰነዶች ላይ ማረጋገጥ አልተቻለም።



























<p>you, Mr. Chairman. Are you satisfied that these errors were unintentional? Thank you, Mr. Chairman.</p>	<p>ፌዴራል ገቢዎች ሪፖርት ላይ ያሉ ስህተቶች ለትኩረት ወይም ለብሔራዊ ስህተት ምን ዓይነት ናቸው?</p>
<p><b>Chairman:</b> Thank you, Mr. Oshutapik. Ms. Schwartz.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው።</p>
<p><b>Ms. Schwartz:</b> Yes, we are. We do not think they were intentional errors. Thank you.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው።</p>
<p><b>Chairman:</b> Thank you, Ms. Schwartz. Mr. Oshutapik.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው።</p>
<p><b>Mr. Oshutapik:</b> Thank you, Mr. Chairman. Did you find similar errors in the 2009-2010 or 2010-11 annual reports on departmental contracting and procurement activities? Thank you, Mr. Chairman.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው። በ2009-2010 እና በ2010-2011 ዓ.ም. ስህተቶች ለትኩረት ናቸው።</p>
<p><b>Chairman:</b> Thank you, Mr. Oshutapik. Ms. Schwartz.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው።</p>
<p><b>Ms. Schwartz:</b> Thank you. As Mr. Campbell explained, we found these errors through drawing our samples for NHC and QEC. We didn't draw samples from the other departments in terms of other than our three audited entities. So no, we did not.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው። ሌሎች ስህተቶች ለትኩረት ናቸው።</p>
<p><b>Chairman:</b> Thank you, Ms. Schwartz. Mr. Oshutapik.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው።</p>
<p><b>Mr. Oshutapik (interpretation):</b> Thank you, Mr. Chairman. (interpretation ends) Paragraph 63 of the Auditor General's report indicates that the 2009-2010 procurement report tabled by Qulliq Energy contained errors. What caused these errors to be made and will corrected versions of the report be tabled in the Legislative Assembly during the upcoming spring? Thank you, Mr. Chairman.</p>	<p><b>ጠቅላይ ሚኒስትር:</b> አዎ ሲሆን ስህተቶቹ ለትኩረት ናቸው። ስህተቶቹ ለትኩረት ናቸው።</p>















the 2011 because we thought you would be interested and it was just awarded at that time.

The rest of the audit was auditing two main themes: award of contracts and administration of contracts. We just didn't have room in our scope to add in more administrative questions and we felt that we had a big enough sample in the other administrative work that we had done to be able to reach that conclusion. But essentially, we responded to the requests that we received from the Legislative Assembly. Thank you very much.

**Chairman:** Thank you, Mr. Campbell. Ms. Ugyuk.

**Ms. Ugyuk (interpretation):** Thank you, Mr. Chairman. I have a question to the government witnesses. (interpretation ends) The government's most recent Request for Proposals for Medical Travel on Scheduled Airlines (RFP 2011-22) closed on April 15, 2011. Which airlines and/or entities were awarded contracts? Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Ugyuk. Ms. Lausman.

**Ms. Lausman:** Thank you, Mr. Chairman. I don't actually have all of that detail with me, but I believe that the breakdown of the award of this contract actually had different areas and different airlines, so I think there's a split in allocation to different airlines in different regions or different communities. Thank you, Mr. Chairman.

**Chairman:** Thank you, Ms. Lausman. Ms. Ugyuk.

**Ms. Ugyuk (interpretation):** Thank you, Mr. Chairman. (interpretation ends) What

Δረጌና ሲካልፍርድጋርጋታዎች ማሳተፍን ጋራ ጋራ ምልክት ሆኖ ማሳተፍ ያስፈልጋል። ለዚህ ምክርቤት ለመጠቀም ለሌሎች አድባላ ላይ ያላቸው ደንቦች ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል። ለዚህ ምክርቤት ለመጠቀም ለሌሎች አድባላ ላይ ያላቸው ደንቦች ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል።

**ፊርማዎቻችን** (ጋንታህ)፡ ማሳተፍ፣ ገንዘብ፣ ገንዘብ፣ ገንዘብ።

**ጠቅላይ ልምድ**፡ ማሳተፍ፣ ፈጠራ፣ ርዕይ፣ ርዕይ፣ ርዕይ ለሌሎች ለማሳተፍ ማረጋገጫ ይኖራል። (ጋንታህ) ወይም ለሌሎች ለማሳተፍ ማረጋገጫ ይኖራል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል።

**ፊርማዎቻችን** (ጋንታህ)፡ ማሳተፍ፣ ገንዘብ፣ ገንዘብ፣ ገንዘብ።

**ጠቅላይ** (ጋንታህ)፡ ማሳተፍ፣ ፈጠራ፣ ርዕይ፣ ርዕይ፣ ርዕይ ለሌሎች ለማሳተፍ ማረጋገጫ ይኖራል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል። ለምሳሌ የጋራ የጥራት ማረጋገጫ ላይ ማሳተፍ ይቻላል።

**ፊርማዎቻችን** (ጋንታህ)፡ ማሳተፍ፣ ገንዘብ፣ ገንዘብ፣ ገንዘብ።

**ጠቅላይ**፡ ማሳተፍ፣ ፈጠራ፣ ርዕይ፣ ርዕይ፣ ርዕይ ለሌሎች ለማሳተፍ ማረጋገጫ ይኖራል።









































there was nothing wrong with the administering of the contract provisions as a requirement for the RFPs and all that. There were no major issues other than the three-month delay in signing it. There was also a reason for why it wasn't signed. There was a court case that had been instituted by one of the Kivallirmiut. A new group of companies that was in question, I believe, implicated a number of signings, putting signatures on the contract, even though in Kivalliq, the court case involved ambulance service, air ambulance, and emergency contracts. So it was a factor.

The question I have for you is the service requirements are normally provided by ten departments and presented to CG&S to be put on the templates, assuming that the service providers are licensed or able to provide a service, but your department or your office did not look at whether or not appropriate services and licensed services are asked to submit bids. Is that a normal practice or is it fairly common? Thank you.

**Chairman:** Thank you, Mr. Curley. Mr. Campbell.

**Mr. Campbell:** Mr. Chairman, when we audit how public servants implement the rules, we audit them against the rules that are in play at the time.

In the case of these contracts, we concluded that they meet the stated mandatory requirements. The criteria were clear to all the parties. The evaluation committee reviewed all the proposals. They reviewed them against the same criteria. When they made the decisions, it was in line with the analysis that they had done. Whether or not the Department of Health and Social Services should have had other criteria in there is not a question for the audit office.

ᐆᐪᓪᑦ ᐸᐃᓪᓣᓄᓂ ᐸᓐᓴ ᓴᐅᐃ  
ᐱᓴᓂᐸᐸᐸᓂᓴᓂᓴ ᐆᐪᓪᑦ ᓄᐪᓂᓄᐸᓂᓂ ᓴᐅᐃ  
ᐸᐆᐃᓴᓂᓴᓂᓴᓄᓂᓴᓂᓴ ᓄᐪᐸ ᓴᐅᐃ  
ᓴᓂᓴᐸᓄᓂ ᐱᓴᓂᓴᓄᓂ ᐸᓴᓴᓴᓂᓴᓄᓂᓴᓂᓴ ᐸᓴᓴᓴᓂᓴᓄᓂᓴᓂᓴ ᐃ,  
ᓴᐃ ᐃᓂᓂᓴᓄᓂᓴᓂᓴᓄᓂᓴᓂᓴ ᓄᐸᓴᓴᓴᓂᓴᓄᓂ  
ᐆᐸᓴᓴᓴᓂᓴ ᓴᐅᐃ ᐸᐱᓂᓴᓄᓂᓴᓂᓴᓄᓂ ᓴᓴᓴ  
ᐱᓂᓴᓴᓴᓂᓴᓂᓴᓄᓂ ᐸᓴᓴᓴᓂᓴᓄᓂᓴᓂᓴ ᐆᐪᓪᑦ  
ᓴᐃᓴᓂᓴ ᐃᓂᓂᓴᓄᓂᓴᓂᓴᓄᓂᓴᓂᓴ ᓄᐸᓴᓴᓴᓂᓴᓄᓂᓴᓂᓴ  
ᐱᓂᓴᓴᓴᓂᓴᓂᓴᓄᓂ ᓄᐸᓴᓴᓴᓂᓴᓄᓂᓴᓂᓴᓂᓴ  
ᐆᐪᓪᑦ ᐸᐱᓂᓴᓄᓂᓴᓂᓴᓄᓂᓴᓂᓴ.

ᓴᐃᓴ ᐸᐱᓂᓴᓄᓂ ᐃᓴᓴᓴᓂᓴᓄᓂ, ᓴᓴᐅᐃ  
ᐱᓂᓴᓴᓴᓂᓴᓂᓴᓄᓂ ᐱᓂᓴᓴᓴᓂᓴᓂᓴᓄᓂ ᓴᓴᓴᓴᓂᓴᓄᓂ  
ᐱᓴᓂᓴᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᓄᓂᓴᓴᓴᓂᓴ  
ᓂᐸᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴ ᐱᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᐱᓂᓴᓴᓴᓂᓴᓄᓂ ᓄᓂᓴᓴᓴᓂᓴᓄᓂ ᓄᐸᐸᓴᓴᓴᓂᓴ  
ᐸᓴᓴᓴᓂᓴᓄᓂ ᐱᓂᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᐱᓂᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᐸᐱᓂᓴᓄᓂᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ.

**ᐃᐸᓴᓴᓴᓂᓴᓄᓂ** (ᓄᐸᓴᓴᓴᓂᓴᓄᓂ): ᓴᐃᓴᓂᓴᓄᓂ, ᓴᓴ ᓄᓴ. ᓴᓴ ᓴᐸᓴᓴᓴᓂᓴ.

**ᐆᐸᓴᓴᓴᓂᓴᓄᓂ** (ᓄᐸᓴᓴᓴᓂᓴᓄᓂ): ᐃᐸᓴᓴᓴᓂᓴᓄᓂ, ᓴᐃ ᓄᓴᐃᓴᓂᓴᓄᓂ  
ᓂᐸᓴᓴᓴᓂᓴ ᐸᓴᓴᓴᓂᓴᓄᓂ ᐃᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ.

ᓴᐅᐃ ᐆᐪᓪᑦ ᐸᐱᓂᓴᓄᓂ ᓴᓴᓴᓴᓂᓴ ᓴᓴᓴᓴᓂᓴᓄᓂ  
ᓴᓴᓴᓴᓂᓴᓄᓂ ᓄᓂᓴᓴᓴᓂᓴᓄᓂ ᓴᐅᐃ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐸᓴᓴᓴᓂᓴᓄᓂ ᐸᓴᓴᓴᓂᓴᓄᓂ ᓴᐅᓄᓂᓴ  
ᓴᐸᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᓴᐸᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ  
ᓴᐃᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ.  
ᓴᓴᓴᓴᓂᓴᓄᓂ ᐃᓂᓴᓴᓴᓂᓴᓄᓂ ᓴᐃᓴᓂᓴᓄᓂ.







