



**REPORT OF THE STANDING COMMITTEE ON PUBLIC
ENTERPRISES**

ON

**THE PERFORMANCE AUDIT REPORTS BY THE AUDITOR
GENERAL**

ON

**THE PROVISION OF WATER IN URBAN, PERI-URBAN AND
PROVINCIAL GROWTH CENTRES BY NAWEC**

AND

**MANAGEMENT OF SOCIAL SECURITY FUNDS BY
SOCIAL SECURITY AND HOUSING FINANCE CORPORATION**

MARCH 2023

TABLE OF CONTENTS

1.0 ACKNOWLEDGMENT	3
2.0 ACRONYMS.....	4
3.0 EXECUTIVE SUMMARY.....	5
4.0 INTRODUCTION	9
5.0 METHODOLOGY	10
6.0 DETAILED AUDIT FINDINGS	10
6.1 NAWEC	10
6.1.1 WATER STRATEGY AND OPERATIONAL PLANNING.....	10
6.1.2 WATER PRODUCTION AND DISTRIBUTION.....	13
6.1.3 WATER INFRASTRUCTURE AND EQUIPMENT	18
6.1.4 WATER QUALITY	21
6.2 SSHFC	26
6.2.1 SECTION A: ACCURACY AND TIMELINESS OF BENEFIT PAYMENTS.....	26
6.2.2 SECTION B: FUND GROWTH TO MAXIMISE MEMBERS' BENEFIT	30
6.2.3 SECTION C: IMPLEMENTATION, MONITORING AND EVALUATION OF PROCESSES.....	31
7.0 GENERAL RESOLUTIONS.....	33
8.0 COMPOSITION OF THE COMMITTEE	34

1.0 ACKNOWLEDGMENT

The Public Enterprises Committee (PEC) is indebted to the Offices of the Speaker and the Clerk for facilitating the conduct of its oversight responsibility.

Furthermore, the Committee would like to extend its appreciations to the Office of the Auditor General, the Board of Directors and Managements of National Water and Electricity Company and Social Security and Housing Finance Corporation, the Directorate of State Owned Enterprises (SOEs) and the Gambia Fiscal Management Development Project (GFMDP) under Ministry of Finance for the support and cooperation provided, that made it possible to ensure a prompt and effective presentation and scrutiny of the Performance Audit Reports of these two institutions.

2.0 ACRONYMS

WASIB	Water Supply and Sanitation in the Greater Banjul Area
WHO	World Health Organization
WSP	Water Safety Plan
WTP	Water Treatment Plant
PURA	Public Utilities Regulatory Authority
AFD	African Development Fund
GIS	Geographical Information System
NAWEC	National Water and Electricity Company
DWR	Department of Water Resources
EDMS	Electronic Data Management System
FPS	Federated Pension Scheme
GMD	Gambia Dalasi
NAO	National Audit Office
NPF	National Provident Fund
SSHFC	Social Security and Housing Finance Corporation
SOEs	State-Owned Enterprises
GFMDP	Gambia Fiscal Management Development Project

3.0 EXECUTIVE SUMMARY

This report covers the performance Audit reports of National Water and Electricity Company (NAWEC) on the provision of water in urban, peri-urban and provincial growth centers and Social Security and Housing Finance Cooperation (SSHFC) on its management of social security funds as highlighted below:

I. NAWEC

NAWEC is a State-owned enterprise that handles the supply of pipe-borne water to households and industries in the urban, pre-urban, and provincial growth towns in the country.

The Audit findings revealed that;

- a. NAWEC has not updated the deficiencies in the water master plan since its development in 2005 to reflect current events.
- b. It further highlighted from 2017 to 2021, the institution did not have an approved strategic development that clearly outlined the water division's strategic objectives and how they will be met to meet the growing population demand.
- c. NAO further reported that NAWEC did not put in mechanisms to increase water production.
- d. NAWEC did not develop a water safety plan for its water network to provide audience to the company and appropriate response and preventive measures of contamination.
- e. The report also indicates that 44% of NAWEC elevated water tanks which are used as buffers and designed to provide gravity pressure in distributing water to the network were bypassed and there was no functioning geographic information system (GIS) for the period which should have mapped out its entire water network.
- f. The auditors further reported that, NAWEC has relied on the readings of its faulty meters in its water production system and distribution thus miscalculating the total amount of water produced and distributed.
- g. During power outage, NAWEC failed to provide its water production facilities with functional stand by generators to ensure continuous production.
- h. Half of the existing NAWEC's water infrastructure outlived their useful lifespan and require replacement.

- i. The iron content in water supplied by NAWEC is mainly within the acceptable range. However, high iron content that supersede the WHO acceptable standard of 0.3 mg/l has been detected consistently in water supply to Bansang and Gunjur during the period under review.
- j. NAWEC has not ensured that all the water produced and distributed to its customers was properly chlorinated as chlorine deficits were consistently detected in the water supplied by NAWEC in most of the locations tested from 2017 to 2021.
- k. NAWEC, has been supplying contaminated water with high amount of Nitrate above WHO guideline to Bakau and Fajara areas during the period under review.

Recommendations:

1. **Water strategy and operational planning:** NAWEC should ensure the Water Master Plan reflect the current situation and should consider putting in place mechanisms to produce adequate water to meet the population demand.
2. **Water infrastructure and equipment:** NAWEC should ensure water sources and their treatment plants are well protected/guarded.
3. **Water production and distribution:** NAWEC should consider establishing strategies to extend its water coverage in areas under its mandate to accommodate and cater for the growing population's demand for clean water. The Management of NAWEC should ensure both preventive and periodic maintenance of the water distribution systems are prioritised.
4. **Water Quality:** NAWEC should put in place strategies to reduce the iron and nitrate contents in its water supply to the WHO acceptable level. In addition, the company should consider setting up standard laboratories manned by competent lab technicians/skilled staff to carry out standard water quality test on a regular basis to ensure safe drinking water is supplied to its customers. Furthermore, the company should ensure that all the water it produces is chlorinated in accordance with the WHO Guideline for Minimum Water Quality Standard.

II. SSHFC

SSHFC is a State-owned Enterprise established through an Act of Parliament in 1981. It invests and manages contributions from parastatals and private institutions to provide retirement benefits to workers who meet the entitlement conditions. Employers contribute into either the Federated Pension Scheme or the National Provident Fund.

The Federated Pension Scheme provides lifetime regular pensions for its qualifying members. The National Provident Fund is a saving scheme that provides members with a cash lump sum when they retire or go out of gainful employment before reaching the statutory retirement age.

The audit findings revealed the following:

- a. **Accuracy and timeliness of benefit payments:** SSHFC is not attaining the standard time and accuracy of benefit payments.
- b. **Fund growth to maximize members' benefit:** SSHFC has not effectively protected the welfare of its contributing members for the period under audit.
- c. **Implementation, monitoring and evaluation of processes:** The programmes initiated by the Corporation were not effectively implemented and monitored.

The resolutions generated after consideration of the report include urging SSHFC to:

1. Going forward, SSHFC should provide timely account information to employers and employees and timely pursue employers who has not pay their contributions so that a claim processing is not paused to recover those contributions.
2. Overall, SSHFC should initiate normal retirement benefits processing when members are in their final year of statutory service so that bottlenecks are addressed before the retirement benefits fall due.
3. SSHFC should strengthen computation verification to ensure that yearly contributions are correctly summed.
4. SSHFC should establish a structure that ensures that investment policies, undertakings and performance are regularly reviewed to enhance having timely information for corrective actions.

5. SSHFC should better use its resources to collect more contribution, or reduce the total administrative and operational expenses, so that expenses do not exceed 10% of the member contributions.
6. SSHFC should identify and document delay factors for claims and use this information to design and implement initiative to correct problems causing delay in claims processing.
7. SSHFC should revive project 59 and develop a comprehensive plan that define the responsibilities of each department.

.....
HONORABLE LAMIN J SANNEH
CHAIRPERSON
PUBLIC ENTERPRISES COMMITTEE

4.0 INTRODUCTION

The PEC is mandated under Section 175 Subsection 4 of the 1997 Constitution and Standing Order 122 to monitor and scrutinize the operations of Public Enterprises, to ensure that they are accountable to the National Assembly. It has the responsibility to receive reports (annual or periodic) for consideration and commission site visits to gather information that is sufficient for them to render advice on how these public enterprises should conduct their affairs to promote efficiency, transparency and probity in all their undertakings.

Section 3 of the Public Enterprises Act states: “The principal objectives of every public enterprise shall be to operate as a successful business, and to this end-

- a) be as profitable and efficient as possible;
- b) operate in accordance with Government’s objectives for that sector; and
- c) be a good employer”.

The Act further envisaged the incorporation of a quality assurance performance mechanism by creating a provision for the introduction of performance contract. This would require benchmarks in the form of performance indicators which could be utilized to monitor and gauge performance. The absence of such performance criteria and contract, and the outstanding activity reports and financial statements made public enterprises operate without proper monitoring for years. This has contributed to inefficiency and ineffectiveness in their operations.

In order to halt and redress any decline in operational efficiency and effectiveness of these Public Enterprises, sectoral performance audits have been commissioned and conducted by the NAO.

It is against this background that the PEC engaged on this scrutiny exercise on the Performance Audits of NAWEC and SSHFC by the NAO. The Auditors gathered facts from document review, Interviews, Observations, Site Visits and Physical Inspection and Data Analysis.

The objective of the audit exercise was to assess measures put in place by NAWEC to ensure there is adequate production, treatment and distribution of water to its customers for the period from 1 January 2017 to 31 December 2021 and whether the SSHFC managed the National Provident Fund and the Federated Pension Scheme to maximise benefits to its members and retirees in The Gambia in a timely and correct manner during the period January 2018 to December 2021.

5.0 METHODOLOGY

The Committee took these Performance Audits Reports in the form of management letters. It facilitated exchanges of views on the audit findings between the Committee and the Boards and Managements of the two institutions and further clarifications were also done by NAO where the need arises.

The Deputy Auditor General and team were allowed to present the findings and the Boards and Managements of the institutions had the prerogative to respond. The members took turns to interrogate the findings and responses by the Managements.

6.0 DETAILED AUDIT FINDINGS

6.1 NAWEC

6.1.1 WATER STRATEGY AND OPERATIONAL PLANNING

6.1.1.1 Water Master Plan Does Not Reflect the Existing Condition

The Water Master Plan that came into existence in 2005 and valid for 25 years should be implemented through NAWEC on behalf of the Government of The Gambia. The primary functions of the Water Master Plan is to provide a framework and guide to authorities involved in the implementation, management and operations of sector services and development interventions. Additionally, the Master Plan is to act as a guide to financing agencies and other stakeholders concerning the staged implementation of the program components. Notwithstanding, the Master Plan was however deemed to be unrealistic because it does not capture the realities on the ground. According to the master plan, the projected water demand was supposed to be reviewed by 2015 (10 years from 2005) but up to the time of the audit, the projection was not reviewed. However, the management of NAWEC's Water Division mentioned that under the African Development Fund (AFD) project, a new Master Plan will be developed. The management of NAWEC's Water Division informed the Auditors that they had not revised previous assumptions in the water master plan to identify deficiencies that required upgrading because the master plan was for 25 years, which had not yet expired, and thus did not deem it necessary. Changes over the years were not accounted for in the master plan, the company is having difficulty in connecting these additional locations and ensuring appropriate water supply.

However, NAWEC's failed to update its Master plan to reflect the current situation caused the business to lose sight of its goal of providing adequate potable water to the population. As a result, the populace faced severe water shortages.

The Committee was informed by the management of NAWEC that the water component has been neglected due to funding issues. Another challenge is under charging of Bills i.e., Tariffs are not cost reflective. Most of the investment in this sector are from donors. The management indicated that the budget of the institution cannot fund capital investments. It was further highlighted that, the institution lost most of its qualified staff in this sector due to job insecurity in the former regime.

The Committee raised concern on whether the institution is engaging government in subsidizing its water bills. In response, the management stated that there is a tariff compensation strategy with Government, but the implementation is a challenge.

Recommendation:

The Committee recommends that either NAWEC update the current one or come up with a new one that reflects the current water supply situation of the country.

6.1.1.2 NAWEC Does Not Have Strategic Foresight to Cater for the Water Demand

The purpose of the NAWEC Strategic Plan is to guide the development of the business over the period between 2019 and 2025.

NAWEC did not have a strategic development plan for 2017-2018 that outlined what needed to be done and how it could be accomplished. However, it has drafted a strategic development plan for the years 2019 to 2025. Although no strategic objectives for the Water and Sewage Division were developed as part of the draft 2019-2025 strategic development plan. NAWEC's water division management claims they have been implementing the strategic objectives for the water and sewage division from 2019 to 2021, however, there was no evidence of this strategic objective in the strategic development plan.

As a result of the weaknesses in the draft strategic development plan, NAWEC could not provide water for the growing population in their jurisdictions as there was no focus or future plans to cater for such population growth or settlement expansion.

The management informed the Committee that they will have a strategy in place by April 2023.

Recommendation:

The Committee recommends that NAWEC should put in place a strategic plan that will guide the activities of the institution both in the short and long term.

6.1.1.3 Risk of Water Contamination

According to World Health Organization (WHO) guideline for quality drinking water 2017; where a defined entity is responsible for a drinking-water supply, its responsibility should include the preparation and implementation of a Water Safety Plan (WSP). Water safety planning is a risk assessment and risk management strategy that extends across the entire drinking-water supply chain, from sources to consumers. A WSP's primary goal is ensuring good drinking-water supply to minimize contamination of source waters, reduce or remove contamination through treatment processes, and prevent contamination during storage, distribution and handling.

Contamination can occur at the source due to nitrate, iron, and fertilizer intrusion, among other contaminants. During distribution, pipe leakages or replacements can expose the water supply to pollution, allowing sewage and other contaminants to enter. NAWEC has established a maintenance team; however, there is no documented safety procedure to guide their work. When maintenance issues emerge, the maintenance staff are given verbal instructions instead. The Auditors noted that NAWEC did not have a WSP for its water system that outlines all potential emergencies and the actions that must be taken if they occur. Underground water sources, such as Bakau, Bansang and Gunjur, have significant quantities of nitrates and irons. NAWEC has no mechanism in place to treat nitrates in water. Despite developing ways to remove or reduce the iron content of water to an acceptable level, these strategies have failed, since the water delivered to the residents of Gunjur and Bansang still contain significant levels of iron. The residual chlorine in NAWEC's water supply is deficient and so will not be able to eliminate contaminants if contamination occurs during storage, distribution, or handling. According to NAWEC's water division management, the failure to develop a WSP for its water system was due to capacity and resource availability.

However, the Auditors noted that during their interview with the Water Division Management, this was identified as a risk, and management promised to develop a WSP over time. In the absence of a WSP, contamination emergencies cannot be swiftly and easily controlled, putting the lives of many at risk. For example, in 2020, garbage in the Bakau gutters infected NAWEC's water pipes, resulting in the contamination of taps in Bakau residents' homes. This lasted for months and caused health worries among the locals.

Recommendation:

The Committee recommends that NAWEC ensure safe drinking water for the populace by developing WSP.

6.1.2 WATER PRODUCTION AND DISTRIBUTION**6.1.2.1 Water Production Does Not Meet the Demand**

NAWEC is mandated to provide water for Urban, Peri-Urban and Provincial growth Centres in The Gambia. The standard water needs in urban areas is usually considered to range from 100 to 150 liters per capita per day. The daily water production of NAWEC during the period under review was approximately 102,851 m³ (102,851,000 liters) per day. The water produced by NAWEC is insufficient for the urban area, let alone the peri-urban and provincial growth areas. The daily production of 102,851 m³ is only sufficient to provide approximately 69 liters per capita per day to the 2021 urban population of 1.48 million people. NAWEC has drilled 17 production boreholes between 2017 and 2021, but there has been no significant improvement in the volume of water produced by NAWEC between 2017 and 2021.

The report indicated that the water produced by NAWEC from 2017 to 2021 does not meet the population's demand. From 2017 to 2021 the projected urban population water demanded was 252.67 million m³ and NAWEC estimated water produced was 187.71 million m³ therefore the demand and supply gap are 64.99 million m³. Analysis has shown that the gap between the quantity demanded, and the quantity produced has been increased from 2017 to 2021. According to PURA 2008 Minimum Quality of Service Water and Sanitation Guideline, the average daily water supply at connections in towns with more than 100,000 inhabitants should be 24 hours and for other towns a minimum of 16 hours. Opening hours of the public distribution system is 12 hours/day, 7 days a week.

The Auditors indicated that from their analysis of the responses from the customers interviewed, only 23% of the 64 locations interviewed said that they have 24-hour access to regular water supply from NAWEC. 77% of the locations interviewed therefore live without access to an uninterrupted water supply.

The Committee observed that NAWEC does not have a system in place to determine the amount of water to be produce in relation to the growing population.

Recommendation:

The Committee recommends NAWEC to ensure it puts in place mechanisms to produce adequate water to meet the population demand.

6.1.2.2 The Distribution System is Unable to Maintain the Pressure Needed to Reach Certain Areas

According to the PURA Act 2001; NAWEC shall make, repair, change, extension, or improvement to its service necessary for the efficient provision of the service. Elevated tanks are used to supply water through gravity pressure and serve as buffers in the water network. Inspection of elevated tanks showed that 44% of the 27 elevated tanks visited was bypassed for more than 5 years ago i.e., water was supplied directly to the customers without passing through the water tanks. This is due to the excess demand, faulty liners, structural problems, and old age. Some of these causes were corroborated by the water and sanitation in the Greater Banjul Area (WASIB) project feasibility study. Consequently, the distribution system was unable to maintain the pressure needed to reach certain areas, thus, resulting in few hours of water supply or no water supply in most of the service areas. In most areas water is available during the night or mornings lasting for an hour or two. Furthermore, the bypass affects the efficiency of the booster pumps as they are used continuously to pump water.

Recommendation:

The Committee recommends that NAWEC should utilize these water tanks to ensure that the required gravity pressure is generated for distributing water properly. This will also ensure that water supply is available even if there is no light.

6.1.2.3 NAWEC's water System and infrastructure were not well secured

NAWEC is mandated to provide safe drinking water to urban, peri-urban and provincial growth Centres in The Gambia. According to the Auditors, during site visits, they discovered that the water treatment plants in Mansakonko and Kanuma did not have security guards, thus the facilities are left unprotected when the people in charge close from work. Additionally, the property boundary fences in the provincial treatment plants, such as Farafenni, Mansakonko and Basse were short, and some parts had fallen off. In addition, in Farafenni, animals such as pigs and goats were found intruding in the treatment plant and the operator disclosed that children and animals do cause damages to the cables of the boreholes. 35 out of the 60 boreholes inspected were not well protected as the gates were damaged or left open according to the Auditors.

Furthermore, during site visits, Auditors found that some of the older boreholes had their copper cables exposed to theft and/or vandalism. NAWEC has started burying these cables in new boreholes but has failed to do the same for the older ones.

Consequently, people continue to cause damages to these cables that resulted in hours of no water production. For instance, NAWEC has recently announced that four (4) other boreholes in Latriya and Jambur were vandalized in 2021 by cutting the copper cables and rendering them non-operational. In addition, it reported that three (3) boreholes in Brikama Forest were vandalized in 2018 by cutting off their cable causing the company to lose 4.5 million liters of water per day.

According to the Auditors, NAWEC's management informed them that due to financial constraints they were unable to ensure that all the gates and fences of the boreholes and treatment plants are maintained.

The Committee is concerned about the insecurity of NAWEC properties especially the treatment plants.

Recommendation:

The committee recommends for NAWEC to come up with mechanisms to fully protect their properties.

6.1.2.4 Difficulties in Locating Underground Water Leakages

The Public Utilities and Regulatory Authority's (PURA) Minimum Quality of Service Standard Guidelines for Water and Sanitation of 2008 states that a water provider should maintain up-to-date maps and plans and records of its entire transmission and distribution or collection and interception system, with such other information as may be necessary to enable the water provider to advise prospective customers and others entitled to the information, as the facilities available for services in any locality . A review of the WASIB project's feasibility study final report 2020 revealed that the company had a Geographic Information System which was designed to map out underground water pipes in the water system and help locate leakages in the water network. Trial GIS software was used by NAWEC from 2009 to 2010 and was never purchased after its expired date due to funding problems.

According to the Auditors, during an interview with the management of the water division, they acknowledged that there was no GIS system operational during the period under review. A non-operational GIS can result in long days, weeks, and months of underground water leakage that the company would be unable to easily locate.

Recommendation:

The Committee recommends NAWEC to put in place strategies to ensure that it maintains an up-to-date and functional GIS.

6.1.2.5 Limited Access to NAWEC's Pipe Water

NAWEC is mandated to provide water for Urban, Peri-Urban and Provincial growth Centres in The Gambia. During an interview with the Water Division management, the Auditors were informed that as of 2020, the company was yet to cover 40% of its coverage area, even though it has expanded slightly in recent years due to the company's reliance on donor support. The WASIB feasibility study report 2020 stated that NAWEC has only covered 38% of the GBA. NAWEC's water supply capacity has not kept pace with the demand coupled with the late implementation of proposed expansion projects. The AFD project, for example, has been approved since 2019 but was yet to be implemented, likewise the OIC. As a result, the size of the unserved population continued to grow, surpassing current water infrastructure and putting pressure on the water utility's capacity to connect the increasing number of households. According to the company, they rely heavily on donor funding for expansion.

Recommendation:

The Committee recommends that the institution should try and work towards establishing strategies to extend its water coverage under its mandate. In addition, NAWEC should liaise with the government to ensure that appropriate tariffs are set to be able to generate funds for re-investment.

6.1.2.6 Water rationing – managing the limited production

According to PURA's Minimum Quality of Service for Water and Sanitation 2008, during times of threatened or actual water shortage, the water provider shall equitably apportion its available water supply with due regard to public health and safety. Rationing is the equitable allocation of limited water supplies in order to maintain public health and safety. The Auditors report indicated that NAWEC does not practice water rationing. This is because NAWEC did not establish any water rationing procedures that will serve as a guide to help address its water shortage problem. As a

result, areas under NAWEC's mandate sometimes goes for hours, days, months and even years at a time without water supply from NAWEC.

Recommendation:

The Committee recommends that NAWEC to equitably apportion its available water supply with due regard to public health and safety.

6.1.2.7 Lack of Preventive Maintenance and Water Losses

NAWEC has a target to maintain its water loss at fifteen percent (15%). Preventive maintenance can be one of the solutions to avoid water loss by leakages resulting from pipe bursts. From the review of the water production figures provided by NAWEC Water Division, the Auditors noted that the company has improved on mitigating water losses to meet its 15% target.

NAWEC's Water Division Management informed the Auditors that the exposure is sometimes caused by soil erosion, or the pipes were not laid at the appropriate depth during installation.

However, the Customer Service Department Officials at NAWEC stated that most of those reports/complaints do not go formally to them as a result they were unaware of some of the complaints. Leakages cause a lot of water losses which affects both NAWEC and its customers. When pipes bursts and water leaks, NAWEC suffers from economic loss because no revenue is collected from the water that passes through leakages. Customers also suffer from water shortage, water contamination and low water pressure.

The Management of NAWEC has informed the Committee that they are currently working on establishing a Customer Care Unit that will handle customer complaints 24/7.

Recommendation:

The Committee recommends that the establishment of the customer care unit should be a top priority for the institution to be able to address customer issues effectively.

6.1.3 WATER INFRASTRUCTURE AND EQUIPMENT

6.1.3.1 Inaccurate Information about Water Production and Usage of Water Meters

According to the PURA Act 2001; NAWEC shall make, repair, change, extension, or improvement to its service necessary for the efficient provision of the service. According to PURA minimum quality of service standard guidelines for water and sanitation of 2008, a water provider should test installed meters according to its size.

According to the Auditors, 18% of NAWEC borehole meters have been faulty for more than five years ago. According to WASIB Feasibility Study Report 2020, NAWEC Water Division estimated that only 30% of the boreholes were correctly metered. According to NAWEC's Water Division's management, these meters were not replaced or repaired because they do not have the required budget to do so, thus, NAWEC uses the past readings as a reference to estimate the flow. Inaccurate readings result in wrong information about water production and distribution, water usage, system audits and leak detection efforts. The lack of functional reading meters hampers future water projections.

Placing water metering tool at the source and at the service point is an essential component of efficient and conservation management, as it is a requirement for accounting for water usage and lost control, cost savings, and evaluating the efficiency of the water system. Furthermore, during an inspection of the inlet and outlet bulk water meters at the water treatment plants, the audit team noted that 11 out of 18 meters were faulty (5 inlets and 6 outlets).

Due to the low accuracy of water flow meters, NAWEC is not able to determine the volume of raw water sent to the treatment plant from its boreholes and the quantity distributed to the customers.

The Committee noted with concern that NAWEC is not producing adequate water for the public and if the company is not able to account for the water produced, this will increase the water supply problems in the country.

Recommendation:

The Committee recommends that NAWEC should establish a mechanism to ensure water produced and distributed are adequately metered.

6.1.3.2 No Production, Treatment and Distribution of Water during Power Outages

Each water and sanitation provider shall furnish permanently installed gasoline, diesel, propane-fuelled, natural gas, or oil-fired standby power equipment at such facility locations as are necessary to provide sufficient standby power capacity. Furthermore, the public utility to which this part applies shall make any repairs, changes, extension or improvement to regulated public service necessary for the efficient provision of the service according to the PURA Act.

According to the Auditors, NAWEC's water production and treatment is powered by electricity solely generated by the company itself. Power is needed to operate all the boreholes and machinery involved. Since the power supply in the country is not stable, NAWEC can only reliably produce, treat, and distribute water using stand-by-generators anytime there is power outage. The Audit findings revealed that there was no functional standby generator since 14th November 2020 at the Brikama Water Treatment Plant which is linked to 17 boreholes. At Serekunda Treatment Plant, they found that 5 out of 11 boreholes were not linked to any standby generator. During the Auditors' inspections at the rural NAWEC water production facilities, they confirmed that the generator at Basse Water Production Facilities which is responsible for almost 7 villages was not functional at the time of their visit on 24 November 2021. They were also informed that only 2 out of the 5 boreholes at Fajara water treatment plant were linked to a standby Generator. Through interviews and physical verifications, the Auditors found that 44 out of the 60 boreholes visited were not linked to any generator and therefore leads to service interruption whenever there is power outage.

Due to frequent power outages, Water Treatment Plants and Standalone Boreholes which are not linked to any standby generator will not produce, treat or distribute water as required.

The Committee raised concern that due to faulty or unavailability of standby generators at NAWEC boreholes, water supply is directly linked to the availability of electricity.

Recommendation:

The Committee recommends that NAWEC to provide backup power for all its boreholes so that water supply will not be interrupted.

6.1.3.3 Risk of Pipe Burst Due to Unmonitored Pressure

According to the PURA act of 2001; NAWEC shall make, repair, change, extension, or improvement to its service necessary for the efficient provision of the service. Pressure gauges measure the pressure at which the borehole pumps water. The Auditors report indicated that from 2017 to 2020 none of the pressure gauge was functioning. However, the Exim Bank funded project in 2020 replaced the gauges at boreholes linked to Sukuta Treatment Plant. Therefore, the pressure of the water pumped can be monitored from the control panel at the Sukuta Treatment Plant. Thus, indicating that NAWEC is unaware of the pressure at which the rest of its boreholes are pumping water to the treatment plants or elevated tanks.

As a result of this, NAWEC does not know the pressure at which most of its boreholes pump water to WTPs and elevated tanks. NAWEC's inability to monitor its water pressure may cause pipe burst which could lead to loss of water and eventually revenue losses. There is a risk of the boreholes pumping water at a low pressure that might affect the daily water production as well.

Recommendation:

The Committee recommends that NAWEC should put in place strategies to ensure pressure gauges are functional.

6.1.3.4 Risk of Water Service Interruptions Due to Aged Infrastructure

According to the PURA act of 2001; NAWEC shall make repair, change, extension or improvement to its service necessary for the efficient provision of the service. NAWEC has relied on repair rather than replacement of its aging water system over the years. The Auditors discovered through an interview with the company's management that some water infrastructures such as boreholes, pipes etc, have outlived their useful lives but are still in use. During the Auditors meeting with the Water Division Management, they were informed that the useful life of a borehole is 25 years. Analysis of a sample of 74 boreholes revealed that 37 (50%) of them outlived their useful lives, ranging from 29 (Sukuta) to 63 (Fajara) years old. The Auditors discovered that aging infrastructure is a serious issue affecting the company during inspections of water plants and boreholes, with many of its infrastructures severely corroded. Even though NAWEC's water infrastructure has been in place since the 1970s, there has been no major replacement within the period under review except for about 81 kilometers of Asbestos pipes and

ten (10) transmission pumps replaced under the Exim Bank project. In addition, Auditors were informed during Interviews with customers in Bakau, Sanchaba, Gunjur and Banjulinding that sometimes they have particles in the water supplied from NAWEC as a result of corroded pipes especially in early morning hours. This was due to the company's failure to establish strategies for replacing old infrastructures. Corroded aged infrastructures pose a high risk of failure, resulting in service interruptions and water quality with a bad taste, colour and contamination.

Recommendation:

The Committee recommends that NAWEC's water infrastructure requires an upgrade, and the company should ensure infrastructure sustainability; thus, setting strategies to gradually replace all aging infrastructures in the system over a given period of years is recommended.

6.1.4 WATER QUALITY

6.1.4.1 Health Risk Due to High Iron Content in Water

According to WHO Guideline for Drinking Water Quality 2017, acceptable level of iron in drinking water is a maximum of 0.3 mg/l. According to the Auditors, apart from Bansang and Gunjur, all other locations were within the acceptable standard. Review of a sample of the Quarterly Water Quality Test Reports by DWR during the period under review showed that the iron content in water supplied by NAWEC in Bansang consistently exceeded 0.3mg/l. The lands in Bansang and Gunjur contain high levels of iron, resulting in iron levels in their water that exceed the WHO acceptable level. NAWEC, on the other hand, has installed an iron filtration system in Bansang to address this issue. Additionally, in an attempt to reduce the high levels of iron in Gunjur's water supply, NAWEC decommissioned one of the boreholes with high iron content in Gunjur, but no iron filtration system was installed in Gunjur's Water Treatment Plant. In the management response, NAWEC plans taking water from another source in Busuranding.

According to the management of NAWEC's Water Division, the iron filtration system in Bansang was not functional since 2020 due to maintenance issues. NAWEC budgeted GMD6.3 million for iron removal treatment in Gunjur from 2017 to 2019, however, there was no filtration system in Gunjur. According to NAWEC, filtration system at Bansang

is difficult to maintain and NAWEC is seeking alternative solution through the World Bank sponsored project underway.

Recommendation:

The Committee recommends that NAWEC should put in place strategies to reduce the iron content in its water supply to the WHO acceptable level.

6.1.4.2 Health Risk Due to Inappropriate Chlorination Methods

According to the WHO Guideline for Drinking Water Quality 2017, residual chlorine concentration of 0.2 mg/l to 0.5mg/l should be maintained to the point of consumer delivery and chlorine levels in drinking water and should not exceed 5 mg/l at the point of injection.

The Auditors indicated that during an interview with NAWEC's Chief Operations Officer, it was confirmed that not all the water produced by the company is treated. Some wells are pumped directly into the water supply system because they assume the underground water in The Gambia is of good quality. Secondly, during site visits, the Auditors discovered that inappropriate chlorination methods were used in some NAWEC facilities, such as the Brikama Kabafita standalone borehole, where they discovered that the facility does not conduct chlorination and instead relies on the chlorinated water supplied to the facility from the Brikama water treatment plant to 'mix with the raw water' and disinfect. In the same way, Kanuma and Basse water facilities had two boreholes each, but only one of them was connected to the chlorine injection point. Furthermore, the treatment plants and water facilities did not have chlorine test kits to test the chlorine in the water before distribution. Therefore, NAWEC obtains no concrete knowledge of its chlorine level before water is distributed to consumers.

According to the Auditors, the absence or deficit of chlorine in water exposes it to a range of contaminants such as bacteria, mould and algae which could cause diarrhoea, cholera, and other waterborne diseases.

Recommendation:

The Committee recommends that NAWEC should always ensure that the water supplied is within the minimum water quality standards of the WHO.

6.1.4.3 Health risk due to Low pH Level in Water

World Health Organization recommended pH level for water is 6.5 to 8.5. Review of Water Quality Reports by Department of Water Resources during the period under review showed significant number of locations that do not fall within the appropriate PH range. Aeration is carried out to regulate the pH level to an appropriate range. According to NAWEC's Greater Banjul Area Water Supply System Operating and Maintenance Manual; in case the pH value after aeration is not yet sufficient, lime dosing is applied for further pH adjustment. Therefore, the main purpose of lime dosing is to raise the pH level of water and precipitate the ions (e.g calcium, magnesium, and iron) that cause hardness in water. The Auditors noted that aeration is carried out in 4 out of 6 WTPs, however, lime dosing is not practiced in any of these treatment plants. There are lime dosing systems installed in Serrekunda and Brikama Water Treatment Plants, but they were both not in use at the time of the visits. Furthermore, the Auditors noted that there was no aeration taking place at the Serekunda and Bansang Water Treatment Plants. They also found that none of the water production facilities in the provinces and other standalone boreholes within the GBA conduct aeration or lime dosing.

According to the Auditors, NAWEC officials indicated that they were not using lime dosing because the pH level of the water from their boreholes has a pH level within the WHO standard. This assertion was contradictory to the Water Quality Report by the Department of Water Resource.

Recommendation:

The Committee recommends that NAWEC must ensure proper aeration takes place in all its water facilities to increase the pH of water produced before distribution.

6.1.4.4 Unhygienic Conditions of the Water Facilities pose health risk to customers and staff

NAWEC has the mandate to supply potable drinking water to its customers. In doing that all their facilities should be well maintained and clean so that their customers can have water fit for human consumption. According to the Auditors, during an inspection of NAWEC's water treatment plants, the infrastructures at the Brikama, Sukuta, Fajara, Gunjur, and Bansang aerators in use were found that algae were significantly present on the floor, pipes and the wall in the aerator. However, there was no aeration carried out at the Serrekunda treatment plant. Furthermore, the aerators at Fajara and Bansang

were not roofed and fenced as in other NAWEC treatment plants, and as such these aerators were exposed to people, animals, reptiles and birds. For instance, during the inspection at the Fajara Treatment Plant, Auditors found a monitor lizard lying inside the aerator during treatment.

The unhygienic condition of the water facilities poses a high risk to the health of the consumers as the water is exposed to contaminants such as disease-causing microbes (bacteria). Exposed and unenclosed aerators attract birds, animals, reptiles, harmful objects, and bacteria; these can lead to water contamination and a high risk of supplying contaminated water to the population. Furthermore, Auditors found that the grasses surrounding the aerators at Gunjur, Brikama and Bansang almost covered the reservoirs where water is kept after treatment before distribution.

According to the Auditors, NAWEC does not regularly clear grasses within their facility to avoid reptiles making it a shelter. Auditors were informed that cleaning of the infrastructures is done only when deemed necessary instead of on a routine basis. During an interview with the officials at the Brikama, Fajara and Mansakonko Water Treatment Plants, it was revealed that the staff have seen several snakes within the treatment plants, thus exposing them to snake bites, which could lead to death.

Recommendation:

The Committee recommends that NAWEC should ensure hygienic condition of its water facilities is maintained.

6.1.4.5 High Nitrate Levels in Water Pose Health Risk to the Customers

The WHO guideline states that the nitrate level of water to be supplied to the population should not pass 10mg/l. the Auditors found in all the Quarterly Water Quality Reports by DWR from 2018 to the first quarter of 2021 that high Nitrate above WHO Guideline for drinking water has continuously been tested from the water supplied to Bakau areas. The Auditors were informed by the Deputy Director of Department of Water Resources that NAWEC were advised by the department to decommission the contaminated borehole (BH5) at Latrikunda. They were informed by the Operator at Fajara Water Treatment Plant that this specific borehole has been decommissioned since 15 September 2018. However, nitrate levels above WHO Guidelines are still detected in NAWEC's water supply to Bakau areas. All the other areas are within WHO acceptable water quality standards.

According to the Deputy Director of DWR, NAWEC did not consult them to conduct feasibility studies for the identified sites before borehole drilling. This was confirmed by the Chief Operations Officer of the Water Division at NAWEC. According to NAWEC, high nitrate levels are caused by encroachment of settlements to the boreholes. NAWEC's management recommends that settlements should be at least 50m away from where NAWEC boreholes are stationed to avoid water contamination. However, there was no regulation in place to ensure this is the case on the ground. During site inspections Auditors observed that 31% of NAWEC's boreholes were 10 meters or less away from settlements and a total of 92% were either encroached or at risk of being encroached soon. According to the Deputy Director of DWR, human activities such as the digging of toilets and soakaways deeper than two meters, and improper waste disposals by encroachers lead to borehole contamination by nitrate.

Recommendation:

The Committee recommends that NAWEC should consult the DWR when identifying sites for borehole drilling. The Committee further recommends for NAWEC, DWR and the Ministry of Lands to work together to ensure that sites where boreholes are dug are protected by law and not encroached by the public.

6.1.4.5 NAWEC Does Not Test the Quality of Water Produced and Distributed to Customers

Water service providers shall furnish the regulator quarterly test reports and if a test failed the set standards, PURA shall be immediately informed of such abnormalities. During the period under review NAWEC has not furnished PURA with any quarterly water quality report. NAWEC instead relied on the water quality test that is conducted by the Department of Water Resources on behalf of PURA for the past 10 years. During an inspection at Serekunda, Brikama, and Sukuta treatment plants, the Auditors learned that offices were designed as laboratories, but these laboratories were no longer functional due to lack of equipment and qualified staff to operate them. NAWEC therefore did not monitor the water quality produced, due to the absence of equipped laboratories. Additionally, the company did not outsource it to any other organisation that can do it on its behalf.

Without a functional Laboratory to carry out water quality tests and/or outsourcing such services, there is a risk that NAWEC may supply the population with water that is not fit for consumption.

Recommendation:

The Committee recommends for NAWEC to carry out regular water quality test as required by PURA to guarantee safe drinking water to the public.

6.2 SOCIAL SECURITY AND HOUSING FINANCE COOPERATION (SSHFC)**6.2.1 SECTION A: ACCURACY AND TIMELINESS OF BENEFIT PAYMENTS****6.2.1.1 Timeliness of benefit payments**

The management of SSHFC has developed a 'benefit processing schedule' for efficient claims processing. This benefit processing schedule has the information requirement for key process stages, action officers, date the file is received and forwarded from each action officer, the standard and actual days for each process. The maximum standard service time (in days) as established by the processing schedule for each claim is (16) working days, i.e. from the date of the claim receipt to the date of payment. For the period under review, SSHFC claims processing on average ranges from 2.4 months to 4.5 months. From the report, SSHFC was able to reduce the claims processing time from 2018 to 2021. For the National Provident Fund, the average processing time was around 3.5 months (3 months 15 days) in 2018, and it slightly rose in 2019, then fell in 2020-21 to about 2.4 months (2 months 12 days). This is 350% more than the standard processing time. For the Federated Pension Scheme, SSHFC took about 4.5 months (4 months and 15 days) to process claims in 2018. This has reduced to 2.5 months (2 months and 15 days) in 2021. However, this processing time is still 369% more than the standard processing time.

The Auditors further reported that the National Provident Fund for the period 2018-21, only 32 claims (7%) were processed within the 16-day standard processing time. 323 claimants (67%) waited more than one month before they receive their benefits. 223 claimants (46%) waited more than two months to receive their benefits.

For the Federated Pension Scheme, for the period 2018-21, only 30 claims (17%) were processed within the 16-day standard processing time. 51 claimants (29%) waited more than four months before they receive their gratuity benefits. The Social Security Regulations 2005 also required the Corporation to observe cooling off period for National Provident Fund claimants who go out of gainful employment before the statutory retirement age. The cooling off periods were either 3 or 6 months. From 2020, due to the outbreak of Covid-19 that put many members out of employment, SSHFC

amended this regulation to remove the cooling off period for all claims. This is aimed at providing some level of social protection for those members whose livelihood were affected by Covid-19. It is noted that the Auditors made an analysis of the processing times of claims requiring the cooling off period during 2018 and 2019. From their analysis, the SSHFC was not able to timely process 46 claims (30%) for which a cooling off period of 3 months was observed. For claims for which 6 months cooling off period is observed, SSHFC was not able to process 29% of the claims for the period.

The Auditors also noted that the most significant factor responsible for delays in claims processing is the contribution gaps. These are months for which no contribution is made for the employee by the employer. The Auditors further indicated that, they were informed by the Benefits Unit that SSHFC only communicate these contribution gaps to employers during claims processing, instead of when the gaps arose. This is because that is the time the Corporation identified such gaps for individual employees. SSHFC had to wait until the employers settle these contributions gaps before the benefits are paid to the claimants. So, the length of the processing time depends on how quickly the employers were able to settle the contribution gaps.

The committee observed that the Corporation did not provide timely member benefits, claimed during the period due to members contribution arrears.

Recommendation:

The Committee recommends that the SSHFC to properly liaise with employers to ensure that members contributions are up to date before benefit payments are due.

6.2.1.2 Determination of benefits for the National Provident Fund claimants

The SSHFC Act 2015 required SSHFC to maintain an account for each member of the National Provident fund and shall credit to a member's account the moneys paid as contribution by both the employer and the employee. SSHFC Act 2005 states that the amount of benefit payable to a member maybe a proportion of or the total balance of the member's account with Social Security Fund together with accrued interest.

According to the Auditors, out of a sample of 24 claims reviewed, they noted that SSHFC made errors in computing 21 of the claims (88%). Any GMD1 error made resulted in incorrect benefit of the GMD1 plus the yearly interests based on compound interest payments. The review revealed that SSHFC made two types of errors in computing claimant benefits. The errors were posting errors and summing errors.

Posting errors are errors of wrong amounts being entered in the member's account. Summing errors are errors of incorrect yearly contribution calculated based on the monthly contribution of the member.

The SSHFC's computerised system (called Navision) for maintaining members' accounts contributed to the posting errors. The system does not ensure data integrity because of data loss. In addition, the system is vulnerable to unintentional changes in the member contributions because it cannot notify data entry clerks that the month for which a particular contribution is entered already had its contribution entered. As a result, it will add up the subsequent entry to the earlier amount entered for that month. Therefore, SSHFC must fully verify each month of member contributions during processing of claims to ensure that accurate member accounts are used for benefit computation.

However, the management of the institution informed the Committee that they are in an advanced stage in the procurement of a new system that is fully computerized and will settle these posting and summing issues they are facing.

The Committee also observed that SSHFC does not have accurate records of members contribution, and this is posing a challenge for claimants in accessing their benefits.

Recommendation:

The Committee recommended for the Corporation to prioritize the introduction of a new system that will keep all its accounts up to date.

6.2.1.3 Contribution gaps identified during processing claims

The SSHFC Act 2015 required it to collect contributions from employers and can apply penalty charges where payments are delayed. The Corporation can further take legal actions to collect contributions from defaulting employers. Of a sample of 220 claims by the Auditors, 65 cases (30%) of the claims had contribution gaps identified during the claims processing. SSHFC communicate contribution gaps to employers during claims processing, instead of when the gaps occur. This is because that is the time that SSHFC identify the gaps for individual employees. Therefore, claimants only realised that they have contribution gaps when they had claimed for their benefits. This untimely communication of the contribution gaps to employers results to loss contributions for SSHFC.

Recommendation:

The Committee recommends that the Corporation should follow employers for timely payments of contributions in order to avoid delay in processing of claims.

6.2.1.4 Pension increases for pensioners

Rule 19 of the Federated Pension Scheme states that SSHFC may, from time to time, increase the level of pensions payable under its pension schemes. This increment is determined by the following considerations i.e, the general rise in the cost of living, the actual salary and wage increases throughout The Gambia and the inflationary effect on the level of incomes.

However, the increase in pensions shall not be more than the latest estimated rise in earnings made by the Actuary. The Auditors found that SSHFC has not increase pensions as in line with the estimated rise in earnings made by the Actuary. The pension increase rates ranges from 2.7% to 33% for the 2018 increase and 5% to 65% for the 2022 increase depending on the level of monthly pensions.

According to the Auditors, the 2019 and 2022 pension increase rates were determined by the management of the SSHFC and approved by the board. The maximum Dalasi increase was said to be based on the amount affordable and sustainable by SSHFC.

However, SSHFC already had a system called guaranteed minimum pension that was aimed at protecting pensioners from pension earnings that cannot sustain their livelihood. Guaranteed minimum pension assured that no pensioner earns below a certain monthly pension determined by management. This guaranteed minimum pension is adjusted when pensions are reviewed. The minimum pension from January 2018 to December 2021 was GMD1,210.30 and was revised to GMD2,000.02 effective January 2022.

Recommendation:

The Committee commended the Corporation for the increase on the pensions payment for pensioners and recommends that SSHFC to put in mechanisms its sustainability.

6.2.2 SECTION B: FUND GROWTH TO MAXIMISE MEMBERS' BENEFIT

6.2.2.1 Interest payment to members of the National Provident Fund

SSHFC has the mandate to initiate investment policies that will yield reasonable returns to its members and undertake investments considered beneficial to the members. The Auditors benchmarked returns to members of the SSHFC with the interest rate that the National Social Security Fund of Uganda paid to its contributing members, which is 12.5% and 9.65% for the financial years 2020/21 and 2021/22 respectively. SSHFC paid similar rates between 1994 and 2010. This period 1994-2010 represents the most stable interest rate payment by the Corporation. For the period 2018-20, SSHFC has only paid interest to members in 2020. The interest paid to members in the year 2020 was GMD84.8 million. This represents 2.09% interest rate to members on their accounts. The Corporation has not paid interest to members for the years 2018 and 2019. From the year 2013 to 2015, SSHFC has paid interest rates in the range 0.19% - 0.5%. From the year 2016 to 2019, SSHFC has not paid interest to members on their account.

The fall in the level of interests paid to members is attributed to the performance of the investment portfolios of the Corporation. According to the Auditors, the Investment Committees were last active in 2018. This was because of change in the Corporation's leadership. Therefore, investment decisions were taken by the Board based on the recommendation made by the Managing Director and the Investment Department.

However, the board Chairman emphasized that the Corporation was hugely affected by the impact of the various Executive Directives amounting to over GMD2.0 billion in principal, recovery of which is still a challenge not including the lost interest which could have amounted to over GMD315 million.

Recommendation:

The Committee recommends that the Board establish the Social Security Committee(s) or device a mechanism that have the function to consider and review investment policies and decisions that the Corporation undertakes to maximise the welfare of the contributing members.

6.2.2.2 Administrative expenses of the National Provident Fund

According to the Pension Valuation Report for the Federated Pension Report by the World Bank, social security funds in the Sub-Saharan Africa like SSHFC were not expected to spend more than 10% of their contribution on administrative expenses. The Auditors benchmarked against the Social Security and National Insurance Trust of

Ghana which has declined percentage of contribution revenue on administration and operational expenses for the period 2017-20 from 16% to 10%. After a review of the financial statements for the period 2018-21 showed that SSHFC has spent between 13-23% of its contribution on administrative and staff cost.

Recommendation:

The Committee recommends that the Corporation efficiently utilize its resources to collect members contribution as mandated by their Act.

6.2.3 SECTION C: IMPLEMENTATION, MONITORING AND EVALUATION OF PROCESSES

6.2.3.1 The implementation and monitoring of project 59

In 2018, the Corporation introduced a programme called 'project 59'. The programme was planned for full implementation in 2021. Project 59 is an initiative to process members' retirement benefit when they reach the age of 59 so that retirement benefits are timely collected when the member reaches the statutory retirement age of 60. According to the report, project 59 entails sending letters in the last quarter of the year to the respective employers, detailing the names of their employees who were above the age of 59 and due for retirement in the next one year. The employers were expected to provide accurate data of those employees to SSHFC so that benefits are paid on their 60th birthday. The Auditors were informed by the Director of Operations that these letters were only dispatched to the employers in 2019 quarter four. So, for the years 2020 and 2021, the project was not implemented. SSHFC claimed that the employers to which the letters were sent had not cooperated with the Corporation as they failed to respond to the letters (i.e. the information requested). The Auditors could not review the letters because SSHFC has failed to provide a copy of the letters that they sent to employers.

According to Auditors, there was no evaluation of the Project 59 for the period under review. As a result of the failure to evaluate the programme, SSHFC was not able to conclusively determine whether the project has improved processing of claims. It also

resulted in the Corporation failing to identify reasons why the employers had failed to respond to the SSHFC letters, and how it can address those deficiencies.

The Committee noted that this project was meant to regularize members data thus, fast tracking the processing of their claims.

Recommendation:

The Committee recommends that SSHFC revive the project and putting in place stringent monitoring mechanisms for efficiency and effectiveness.

6.2.3.2 The implementation and monitoring of the data cleansing exercise

SSHFC Activity report for 2018 stated that the Corporation started a data cleansing exercise to remove or modify data that were incorrect, irrelevant, incomplete, duplicated or improperly formatted in the database. The objective of the exercise is to ensure that the data which is to be migrated to the Social Security Management Information System (SSMIS) is accurate and its integrity is not compromised. However, the Auditors revealed that this exercise has been dormant for the period 2019-21.

According to Auditors, SSHFC continued to maintain the regularised member accounts in the computerised system (called Navision System) that initially created the problem of inaccurate member data. So, the regularised data is still vulnerable to unintentional changes. They further stated that this exercise was stopped in 2018 when the leader of the team carrying out the data cleansing had his contract expired. No other team was formed to continue the exercise.

However, Auditors indicated that through interviews they had with the various departments involved in the data cleansing exercise, SSHFC has not evaluated this initiative. Furthermore, SSHFC did not document the number and list of members' data that were corrected. The exercise was revived in 2022 but the teams assigned to continue the data cleansing from 2022 continue not to document list of members whose data were corrected. As a result, the Verification Unit tasked to work on the financial data cannot say the progress it had made.

Recommendation:

The Committee recommends that SSHFC should develop a monitoring and evaluating mechanism for the exercise.

7.0 GENERAL RESOLUTIONS

The Committee recommends the following:

1. The Committee tasked both NAWEC and SSHFC to submit a status implementation report on the audit findings latest 31st March, 2023.
2. The Ministry of Finance and Economic Affairs to develop the performance indicators and facilitate signing of performance contracts with each Public Enterprise.
3. The Board and Management of each Public Enterprise to include annual operational performance audit as part of the mandate of their internal audit committees/units.
4. The Auditor General to take the report of the internal audit committees on operational performance into consideration in their auditing exercises on all the Commercial Public Enterprises.
5. All reports on operational or performance audit of Public Enterprises be submitted to the National Assembly and presented to the Committee by Board and Management for consideration.

The Committee undertakes:

- To embark on a site visit to both institutions to confirm the progress made on the implementation of the recommendations made by the NAO.
- To scrutinise reports on performance or operational audits and present them to the Assembly.

The Committee calls on:

The National Assembly and the Ministry of Finance to collaborate to publish all its adopted reports on performance or operational audit findings on the commercial SOEs to the public.

8.0 COMPOSITION OF THE COMMITTEE

Honorable Members

- | | |
|--------------------------|------------------|
| 1. Hon. Lamin J Sanneh | Chairperson |
| 2. Hon. Billay G Tunkara | Vice Chairperson |
| 3. Hon. Samba Jallow | Member |
| 4. Hon. Lamin Ceesay | Member |
| 5. Hon. Almameh Gibba | Member |
| 6. Hon. Salifu Jawo | Member |
| 7. Hon. Abdoulie Njai | Member |
| 8. Hon. Ebrima Jaiteh | Member |
| 9. Hon. Sheriff Sarr | Member |

Support Staff

- | | |
|--------------------------|----------------------------------|
| 1. Mr Marabi S Hydera | Director of Committees |
| 2. Mr Ebrima Jawo | Assistant Senior Committee Clerk |
| 3. Ms Halimatou Tamba | Assistant Senior Committee Clerk |
| 4. Ms Fatoumata Keita | Committee Clerk |
| 5. Ms Fatoumata K Sisawo | Research Officer |

Subject Matter Specialist

1. Mr Alhagie Omar Taal

Witnesses

- | | |
|------------------------|-------------------------------------------|
| 1. Mr. Baba S. Drammeh | - Deputy Auditor General (NAO) |
| 2. Madi Sabally | - Associate Auditor (NAO) |
| 3. Omar P Sabally | - Senior Manager (NAO) |
| 4. Saikou Danso | - Assistant Audit Manager (NAO) |
| 5. Ms. Ndey Anta Taal | - Project Manager (GFMDP) |
| 6. Ms. Tunde E Riley | - Legal Officer (GFMDP) |
| 7. Mariama Jeng | - Principal Financial Analyst, DSOE-MoFEA |
| 8. Yassin Jagne | - Assistant Audit Manager (NAO) |
| 9. Chile Ceesay | - Principal Economist, DSOE-MoFEA |
| 10. Oreme Joiner | - Board Chairman, SSHFC |
| 11. Saloum Malang | - MD, SSHFC |
| 12. Momodou Bah | - Director, Internal Control, SSHFC |

- | | |
|-----------------------|---------------------------------------------------|
| 13. Pierre FM Gomez | - Dircetor of Research and Policy Planning, SSHFC |
| 14. Haddy Sallah | - Director of Finance and Investmments, SSHFC |
| 15. Edward Gomez | - Director of Operations, SSHFC |
| 16. Fabuka Njaay | - Director of Corporate Affairs, SSHFC |
| 17. Alhaji Alieu Jane | - Pensioners representative, SSHFC |
| 18. Nani Juwara | - MD, NAWEC |
| 19. Marlene R Saidy | - COO-WSBU, NAWEC |
| 20. Edrissa B Jarju | - DMD, NAWEC |
| 21. Tijana A Williams | - GDIA, NAWEC |
| 22. Ngoneh Jallow | - GCSD, NAWEC |