

VERBATIM REPORT

Committee: Finance and Public Accounts Committee
Meeting: Meeting with the **Postal Regulatory Agency** to discuss the Auditor General's Report of 2009 and 2010
Room: Committee Room 3
Date/Time: Monday 27th August, 2012 at 1045 hours

Present: Committee
Hon. David Pierre - *Chairperson*
Hon. Charles De Commarmond – *Vice-Chairperson*
Hon. Lenny Lebon
Hon. Marc Volcere
Hon. Bernard Arnephy
Hon. Sebastien Pillay
Hon. Nichole Barbe

Postal Regulatory Agency
Mr. Thomas Nolin – *CEO of Postal Regulatory Agency*

In Attendance: Office of the Auditor General
Mr. Marc Benstrong - *Auditor General*

The Secretariat
Ms. Sandra Hall - *Secretary to the Committee*
Ms. Saviona Isaac - *Secretary Assistant*
Ms. Angelic Appoo – *Committee Advisor*

HON DAVID PIERRE

Good morning once again, a very good morning and welcome to the hearing. We are the FPAC, I will talk a little bit about what it is all about and then I will introduce the Committee and I will give you the opportunity to introduce yourself. Article 104 of our Constitution gives the Assembly the power to form Standing Committees of which PFAC is one of those Committees, and Article 104 (3) gives the Committee its powers and basically should, quote; “For purposes of effectively performing its functions, a standing or any other Committee may summon any person the Committee believes may assist the Committee in the performance of its functions and the Committee shall have the powers, rights and privileges of the Supreme Court for 3 things:

- (1) enforcing the attendance of witnesses and examining them on oath, affirmation or otherwise,
- (2) secondly, compelling the production of documents; and
- (3) thirdly, issuing a commission or request to examine a witness abroad.”

So, basically this is what the FPAC is all about and let me introduce you to the Members of the Committee. I myself Honourable Pierre, am the Chairperson of the Committee and we have as Vice Chair person of the Committee Honourable De Commarmond and other Members are Honourable Arnephy, Honorable Volcere, Honourable Barbe, Honourable Lebon and Honourable Pillay, and we are assisted in our works by those young ladies from the Secretariat and I will let Sandra introduce who those people are.

MS SANDRA HALL

Good morning, my name is Ms. Sandra Hall, I am the Secretary to the Committee and on my left is Mr. Marc Benstrong the Auditor General, and on

my right I have Ms. Angelic Appoo she is the Committee Advisor, and Ms. Saviona Isaac she is the Secretary Assistant.

HON DAVID PIERRE

Thank you very much Sandra, I will now ask you to formally introduce yourself.

MR THOMAS NOLIN

As you have mentioned my name is Thomas Nolin, I am the Chief Executive Officer of the Postal Regulatory Agency, formerly I was the Director General of Postal Services.

HON DAVID PIERRE

Thank you very much Mr. Nolin. So, basically we are here today to ask questions so as to clarify certain issues with respect to two reports of the Auditor General, that would be report 2009 and report 2010, and basically we expect any witness who is appearing before the Committee to speak the truth and nothing but the truth and everything that is said here remains for the consumption of the Committee. At this point if you have any queries or have any questions you may ask, if not then we can start with the questioning itself.

MR THOMAS NOLIN

Well I have heard on the news that after interviewing witnesses you were to take certain action if there was proof that there were money embezzlement and you would refer the case to the Attorney General. So, I don't know if that states in your mandate because in the Financial Instructions it says that the PS Finance who has this authority.

HON DAVID PIERRE

We can refer this to the Attorney General, we can do it through the proper channels, it can be done. Thank you for your query, let me at this point in time refer you to the 2010 report page 32, 2.1. It concerns revenue scheme which failed to generate income. So, basically your Division ordered 2000 parcel boxes in May 2010 under an agreement with a local supplier. This was part of a revenue scheme under which the Division was entitled to earn commission from the sale, the boxes were purchased at a cost R190,000. But that scheme failed to generate income. So, the question to you would be, first of all was there a proper study for this scheme? Tell us what happened.

MR THOMAS NOLIN

In fact, I wish to correct that, it was not from a local company, it was from a foreign company. So, in fact if you look at this it was not something just bought out of the blues you know. It was well calculated because we had started with what you call with the reform of the postal sector, we had started with this document which is the Integrated Postal Reform and Development Plan, so, we went as far with the, when the Minister approached me regarding the restructuring of the Post Office, anyway.

HON DAVID PIERRE

The Minister of Finance?

MR THOMAS NOLIN

Yes, he told me ok you go straight, you use your revenue, so, when I went back

to the office I thought about it and I said no, there is something wrong. Because you are not allowed to use money, I mean, all monies collected should be deposited and they Consolidated Funds. So, what I did I started to recruit some personnel through my contacts, I found that it was time to reform the sector with all the pressure from the COMESA, SADC all the other groupings like EU, UPU. So, we wrote a position paper to Government, to say look, this is what we intend to do. Then we went with the National Postal Sector Policy which was prepared and then the Act, the Postal Sector Act was prepared. Then we went with this road map and we had again the strategic plan, all these were done, it was properly set with the business plan and then I went overseas for what you call bench marking visiting other Postal Administration attending various meetings. So, during that time we needed to re-look at the way we were doing business because the mail, what you call it especially the personal mail were coming down so we had the strategic plan, how to move forward now. So we had to diversify the type of products we were selling to the public. So, it was at that time that the lady approached me and I said ok. And at that time we were also looking for some boxes because the public they did not have this opportunity to buy boxes at the post office. You know people they post parcels and other goods and I said it was an opportune time, so, we discussed about this opportunity. And we put this forward, so, we couldn't get cheaper boxes and you know always there is a limit that you can order, in

fact for your information I don't know if the Auditor General is aware of this, like for stamps it is much cheaper for you to order, say 10 million stamps than to order say 1 million. So the problem ...

HON DAVID PIERRE

Ok, I understand you fully but what you have told me does not amount to a proper study with respect to the schemes. So the question was do you believe that there was a proper study with respect to ... ?

MR THOMAS NOLIN

Yes definitely, there is my response to the Director General when he sent the incumbent CEO, so I wrote him this document, because these boxes were bought to be sold in-tandem with other projects, with other services. So, when I left the post office, so what happened he was new, I understand maybe his position he didn't have time because the post office is not something which is, there is a lot of work to do there. He needs to acquaint himself with the responsibilities, the work to be done, all these technicalities which there was not much staff who are trained in that field.

HON DAVID PIERRE

Do you reckon you did a proper market study, you looked at the opportunity cost and everything with respect to this scheme?

MR THOMAS NOLIN

No, it was not done at that time, it was not done in details, but I knew what we were going to do with these boxes because me I left the Post Office at that

time. So, the incumbent Chief Executive what he did, as mentioned he just said ok, the way the Auditor has formed this report is that when he came the boxes were just put somewhere else in the corner. So, he didn't bother as much about these boxes.

HON DAVID PIERRE

If you feel that there was adequate study with respect to this how well are you with the scheme, how many boxes have you sold?

MR THOMAS NOLIN

I am not sure.

HON DAVID PIERRE

Don't you believe that this scheme has failed?

MR THOMAS NOLIN

I don't think, because I don't know, I cannot tell you that it has failed because I was not there to put it into operational.

HON DAVID PIERRE

How many boxes have you sold?

MR THOMAS NOLIN

I am not sure, I was not there when the boxes, I mean when this consignment arrived. You can ask the Auditor General if you are saying that we have failed, if you look at the Postal revenue for the past 20 years, we have put in Government coffers more than R60 million.

HON DAVID PIERRE

No, no.

MR THOMAS NOLIN

No, I am telling you this is one thing. So this means we have been very prudent in the way we have carried out our business, like for stamps if you look at the stamps, how to market them, it is a large strategy it is not something just simple to have some boxes we just bought it, put there and it failed. It is not like that.

HON DAVID PIERRE

What was the supplier again?

MR THOMAS NOLIN

I don't quite remember.

HON DAVID PIERRE

It was not a local supplier you said?

MR THOMAS NOLIN

No.

HON DAVID PIERRE

It was from where?

MR THOMAS NOLIN

It was from Reunion.

HON DAVID PIERRE

Do you still have contact with the supplier?

MR THOMAS NOLIN

Anyway, me I have left the post office already, I don't have anything to do it in regards to Postal operations.

HON DAVID PIERRE

Ok, where did you get the money for this project?

MR THOMAS NOLIN

From the expenditure that was allocated under my budget.

HON DAVID PIERRE

Elaborate on that.

MR THOMAS NOLIN

It was from the Government's.

HON DAVID PIERRE

Who did you consult with for this project; did you get the approval of the Ministry of Finance for this? Did you seek approval in the first place?

MR THOMAS NOLIN

No because I was the DG, so I don't see any reason why I should have sought the approval of the Ministry of Finance.

HON DAVID PIERRE

So, you thought that it was not necessary?

MR THOMAS NOLIN

Yes because most of the time if you had everything, you had to go and seek approval, sometimes it takes time, even like I have mentioned for stamps. In fact, the Ministry is very loaded you know that always.

HON DAVID PIERRE

So, you felt it was a good scheme, you felt it was going to be profitable and you felt that it was not necessary to seek the approval of the Ministry of Finance, so, you did not.

MR THOMAS NOLIN

Yes.

HON DAVID PIERRE

And you felt that it was appropriate to use the money...

MR THOMAS NOLIN

Definitely.

HON DAVID PIERRE

...from Government for this scheme?

MR THOMAS NOLIN

Yes.

HON DAVID PIERRE

Ok, what steps has the Division taken to recoup the money, the spent funds?

MR THOMAS NOLIN

I am not sure, as I have mentioned I am not with the Post Office actually.

HON DAVID PIERRE

And you haven't had the opportunity to check, like for example when you were told that you were going to appear before this Committee, did you sort of try to find out how the project was going?

MR THOMAS NOLIN

Anyway on Thursday I got a call from a lady here and told me to appear and I said which report? I was not sure, I asked her for a copy of the report, and then she told me that the Speaker was to send me a copy or something like that. So, anyway I did not see that come through. So, the next day I had to see Mr. Dias at the Post Office, I didn't have the chance before I met with the Director of Administration who told me that this thing had already been written off or they had sought for write off,

things like that and you had requested for copy of the agreement.

HON DAVID PIERRE

Were the requirements of the Procurement Act respected?

MR THOMAS NOLIN

Well, that was not necessary for that amount. I don't know whether it was still in operation at that time, I am not sure.

HON DAVID PIERRE

So, you felt that it was not necessary for the R190,000?

MR THOMAS NOLIN

Yes.

HON DAVID PIERRE

Any other supplementary questions from other Members? Any other questions? Honorable De Commarmond?

HON CHARLES DE COMMARMOND

Thank you Mr. Chair, just wondering Mr. Nolin, did you get the Board's approval for this project?

MR THOMAS NOLIN

No, there was no Board at that time. I was responsible directly to the PS of Finance.

HON CHARLES DE COMMARMOND

So, you got the approval of the PS?

MR THOMAS NOLIN

No, no approval because we allocate our budget, so, as the Accounting officer...

HON CHARLES DE COMMARMOND

But where did the concept of this project and the decision to put it in action, in place where did that come to? It was a one man decision, it was you who decided or it was some other entity?

MR THOMAS NOLIN

No, when we sat down at the Post Office we discussed it with the Management. Because as mentioned the Post Office was to diversify its activities, because the mail floor as mentioned was going down so as you can see these days the Post Office is not dealing only with like it used to be the conventional postal system anymore, it's getting more in commercial business areas.

HON CHARLES DE COMMARMOND

How could this project bring back the mail flow on a positive note?

MR THOMAS NOLIN

No, it couldn't bring back the mail flow, but I mean the revenue we would have generated from this project.

HON CHARLES DE COMMARMOND

How was this project supposed to bring more revenue, and why this project? Why not another project?

MR THOMAS NOLIN

No, there were so many other projects, like Post Office, we need boxes for people to post their goods, so, we didn't have this available. We couldn't find other cheaper means, so, then I said ok, why not move on for this project, because then there should be other marketing initiatives which should have

been considered, this was there in the plan to come. This was more of a long term project. Could you pass this to

HON CHARLES DE COMMARMOND

How much was one box supposed to cost?

MR THOMAS NOLIN

I don't quite remember, I know according to this it is about R190,000.

HON CHARLES DE COMMARMOND

No, one box?

MR THOMAS NOLIN

No, I am not sure, I don't remember.

HON CHARLES DE COMMARMOND

According to the CEO Mr. Dias he said one box was supposed to cost originally R125, no? One of those boxes was supposed to cost R125 according to Mr. Dias. Now, who do you think will buy a box like that for R125?

MR THOMAS NOLIN

No but I don't know whether you have seen the box, the box could have been reusable. It was not just as mentioned just that people would buy boxes. You should have a marketing initiative, there should have been marketing for such project, this was in my plan.

HON DAVID PIERRE

Was this part of the plan?

MR THOMAS NOLIN

Yes, definitely, it was not just as mentioned it was just something I wanted to buy 200 boxes or 2000 boxes

just buy them and put them in the store like that, finished. Non ...

HON DAVID PIERRE

Was the plan documented?

MR THOMAS NOLIN

No, it was not documented at that time but we had discussed how we were going to move forward.

HON DAVID PIERRE

Discuss with whom?

MR THOMAS NOLIN

With the staff as mentioned, we have this document how things were to move ahead, so, we had a plan for it.

HON DAVID PIERRE

But the plan was not documented?

MR THOMAS NOLIN

No it was not, but here in fact we have all the strategy here, but you cannot have a plan for everything for each and everyone. But you say ok

HON DAVID PIERRE

Ok just a minute, I want to go back to an answer you gave me earlier in respect to Procurement Act. You said that you felt that it was not necessary to go through the provisions of the Act, but are you aware that anything above R100,000 you should have followed the procurement, the demands, the provisions of the Act?

MR THOMAS NOLIN

Anyway I was not sure, I thought it was something like over R1 million or R500,000 I was advised.

HON DAVID PIERRE

So, you personally was not well versed?

MR THOMAS NOLIN

No, to be sure, when this Procurement Act came into force whether at that time it was already in force, I am not sure to be honest.

HON DAVID PIERRE

Didn't you find it important, in your position then for you to be well versed with respect to the Act?

MR THOMAS NOLIN

Well, to be honest maybe this could have been an error of omission.

HON DAVID PIERRE

How did you get to know the supplier?

MR THOMAS NOLIN

Well, personally the person just came to visit me at the Post Office. I never knew the person, I remember the lady came by herself then the husband came. And she put it to me that what they were doing in Reunion, in other countries they were having these, what you call express or courier services.

HON DAVID PIERRE

One last question from me, didn't it occur to you that if the money was from the budget itself you should have discussed the issue with Finance?

MR THOMAS NOLIN

Well as mentioned, I was at that time I was given the budget as the Accounting Officer, I felt...

HON DAVID PIERRE

That you can spend it...

MR THOMAS NOLIN

Yes that is what it is, because I took this responsibility of doing this. It is the same like we go for stamps printing exercise like there were occasions where I took risks and then it generated revenue for Government, so, that was a risk taken. So, I had to bear responsibility even though...

HON DAVID PIERRE

Yes but also as part of your responsibility it was important that you followed all the Financial Instructions, you follow the law, like for example Procurement Act should have been ...

MR THOMAS NOLIN

No, I agree maybe this could have been an error of omission for the Procurement Act, this I totally agree.

HON DAVID PIERRE

Honorable Arnephy.

HON BERNARD ARNEPHY

Thank you Mr. Chair. I just wanted to know whether before you came to the decision to purchase those boxes from that supplier did you contact other suppliers to see if you could get a better deal?

MR THOMAS NOLIN

Yes, as mentioned we have tried to contact quite a number, we never get replies. It was very difficult, if we could have had that a long time ago we could have bought these boxes quite long ago. Because the people, the customers were requesting for such facilities because

they were not available at the post office. You know where you go everywhere around the world they have boxes available for sale at the post office. So, we have tried all these avenues.

HON DAVID PIERRE

Honorable De Commarmond.

HON CHARLES DE COMMARMOND

Mr. Chair just with the experience of Mr. Nolin in Postal Services, in courier services I just wanted to ask him if he could let this Committee know if other courier services in the Seychelles can use the same, similar boxes?

MR THOMAS NOLIN

Yes they could use it, they could just put their labels on it.

HON CHARLES DE COMMARMOND

And do they have it?

MR THOMAS NOLIN

Well I am not sure if some of these couriers they have these boxes. Overseas they have it but here I am not too sure.

HON CHARLES DE COMMARMOND

Otherwise if they could use it why not, did you have a plan to sell them?

MR THOMAS NOLIN

Not necessarily but this as mentioned the Post Office had to carry out what you call a sort of marketing new products, because actually there is not much as myself I can see there is not much marketing being done at the post office actually.

HON CHARLES DE COMMARMOND

Would you buy similar box for R125?

MR THOMAS NOLIN

No, but if it was something that could be reusable, they were very strong, very resistant to shock, because we looked at it, we saw it, he brought in the samples before.

HON CHARLES DE COMMARMOND

Who verified the samples and how come you decided, is it the same Management group?

MR THOMAS NOLIN

Yes, we looked at it, they were very strong boxes, they were not flimsy.

HON DAVID PIERRE

And those boxes were expected to be sold in what space of, in what length of time?

MR THOMAS NOLIN

Well I thought about maybe 5 years, with the other services that were to go in hand.

HON DAVID PIERRE

So, an investment of R190,000 for a period over 5 years. Honorable Pillay.

HON SEBASTIEN PILLAY

Thank you Mr Chair and good morning Mr Nolin. Could it be true that you intended to use the boxes like Australia Post the American Postal Services whereby they have a system that if you post something through the normal postal channels not the express courier, you have to use the boxes at the post office itself which you buy and then put

your stuff in it and then post it for your purpose.

MR THOMAS NOLIN

Well, not restrictive to the Post Office but other people could have used it to transport their goods maybe locally or internationally even like other courier companies they could also buy those boxes.

HON DAVID PIERRE

That was not well established through market research though.

MR THOMAS NOLIN

No but as mentioned, because during that time Post Office we were still dealing with these transformation of the company, transformation of the Postal Services into a corporate body, so, there was a lot of work being done. It was not something simple and as mentioned we thought ok, that was an opportunity for us to make more revenue because we were supposed in 2010 or 2011 we were to become a, so we had to prepare ourselves.

HON DAVID PIERRE

So, basically at this point in time you are not sure as to what steps are being taken to recoup the money?

MR THOMAS NOLIN

No.

HON DAVID PIERRE

Not at all?

MR THOMAS NOLIN

No.

HON SEBASTIEN PILLAY

The prices of the boxes were they incumbent or were they related to the exchange rate or the fluctuations

MR THOMAS NOLIN

It is not clear the question here.

HON SEBASTIEN PILLAY

The price of the boxes, you priced them at R125, did you price the boxes that high because the dollar I think at the time there was 2009, 2010 we had this upheaval in the economy and then subsequently the price would have gone down and adjusted as with the changes in the rates?

MR THOMAS NOLIN

No I am not sure, because when she presented the project of how we were to move about, when we looked at the types of boxes, we said ok those boxes were quite good, shock resistant, they were very much appealing I can say.

HON DAVID PIERRE

If I were to tell you at this point in time that this money is gone, finished, would you agree with me?

MR THOMAS NOLIN

No, well it depends, if now the person who is now supposed to be managing, you see. This is a different scenario, I am not sure. If you say it is gone, I cannot confirm that it is gone. It is the person who is managing it. If I was managing I would tell you, this is my strategy how I will move forward with it.

HON DAVID PIERRE

But didn't you tell me earlier that you thought that that money was written off.

MR THOMAS NOLIN

No, but they said that, the Post Office told me that this they had written off.

HON DAVID PIERRE

Honorable De Commarmond.

HON CHARLES DE COMMARMOND

Following to Mr. Nolin's answer, what strategy then did you have to sell those boxes?

MR THOMAS NOLIN

As mentioned in my report these were to be intendem with other services, like in business you could carry out what you call cross-subsidization from one. You could say ok, if you post parcels up to 10 kilos, you could pay this and we give you a box which is inclusive. There are lots of strategies which could be used. It is not something fixed which you say ok, this box cost R10 you come you but the box R10 at the Post Office. But again sorry, the question of the Chairman when I mentioned that the boxes there had been written off already, well, as I have mentioned the Post Office uses a lot of boxes for them to post their parcels or for other services. So, I cannot understand why it should be written off, that people are not buying it, whether they could use it for other services or cheaper, which other services would compensate for that.

HON CHARLES DE COMMARMOND

Actually these boxes are being sold at R10 and R15 each and still people are not buying it. Why do you think?

MR THOMAS NOLIN

Well as mentioned they should have a marketing strategy, there is no marketing being carried out at the Post Office actually. Because I intended as you could see in all the documents for a Marketing section to be created with a Marketing Director, they do not have that at the Post Office actually.

HON DAVID PIERRE

Will you be willing to sit down with the Post Office Services so as for you to put forward, discuss with them, guide them with respect to your strategy that you thought you would adopt vis a vis the selling of those boxes?

MR THOMAS NOLIN

Well I could advise them, anyway, the Management, the former team I had they knew what I had in mind. But then ...

HON CHARLES DE COMMARMOND

They are still there those people?

MR THOMAS NOLIN

Yes. It would depend on the existing management whether they are interested in implementing this strategy.

HON DAVID PIERRE

Honorable Volcere.

HON MARC VOLCERE

Thank you Mr. Chairman. Do you think there is a possibility of selling back the boxes to the supplier?

MR THOMAS NOLIN

Well, I am not sure.

HON MARC VOLCERE

Because like you said they were selling quite well on other markets overseas, Reunion, Mauritius and whatever. Maybe they can purchase back and sell somewhere else.

MR THOMAS NOLIN

I am not sure, as mentioned the people who were here they were supposed to help the Post Office also with the marketing, I don't know whether they have contacted the person, whether they have, still have a dealing with the person.

HON SEBASTIEN PILLAY

I have 2 questions; I will try to be as clear as possible. First question, UPU and other postal jurisdictions have policies especially when it comes to offshoot of Government based Postal Services much like what we have here, whereby there is a policy where you have to use boxes provided by the postal service for your parcels or your courier. Was that the intention of the Post Office as part of its strategy?

MR THOMAS NOLIN

Well, it was also part of it because we would find that in some cases where parcels were sent abroad, when they reach there they had been damaged and things like that.

HON SEBASTIEN PILLAY

My second question to you is, having bought the boxes at the time which you bought them, did you intend in any way to lower the prices of the boxes so as to meet with the current demands of the market?

MR THOMAS NOLIN

Well, as mentioned, it could have been the chance if there were other intendem with other services. So, these boxes could have been, the cost could have been taken into consideration of the services being provided inclusive the cost of the boxes.

HON SEBASTIEN PILLAY

Would your services include courier services? Did the Postal Services at that time under the strategic plan which you had, plan to compete with other courier services such as DHL, Express Logistics etc given that now the Postal Services has become a body corporate?

MR THOMAS NOLIN

Yes definitely because the problem, you see, all this time I had these plans in place and the problem arose with the economic situation, where we had started renovating the post office and had a project which the UPU had approved to provide is with about R1 million to put in IT at the Post Office. So, all this has been dragged for at least 4, 5 years because it was when I left the Post Office that this project materialized. And it is now that they are starting to bring in the IT, track and trace system that would help the post office compete with other courier services. Because people were

interested in, these days the quality of service for people is very important. It is the track and trace system because these days at the Post Office you cannot track your mail. So, the courier they can do it, you look on the internet and you find that your parcel is in Italy, has been transited to Nairobi, things like this.

HON DAVID PIERRE

Honorable Volcere?

HON MARC VOLCERE

What was the expected profit to be made out of the sale of these boxes?

MR THOMAS NOLIN

Well as mentioned, I didn't work out the profit to be honest, what profit was to be made at that time. It was an opportunity as mentioned when discussed, so we said ok, that was an opportunity we could buy some boxes, so we were moving forward with this project we had in mind to diversify our business as mentioned. Then we could have worked out if we could use 500 boxes for parcels, 200 or 600 for express things like that.

HON DAVID PIERRE

It was not part of your undocumented plan, the profit calculation?

MR THOMAS NOLIN

No, to be honest no.

HON DAVID PIERRE

I just wanted to know, who sent the supplier to you? How did it happen?

MR THOMAS NOLIN

No, as mentioned, I am not sure but she told me that she was doing some business around.

HON DAVID PIERRE

She just came to you and told you that.

MR THOMAS NOLIN

Yes.

HON DAVID PIERRE

You didn't expect something like that to happen, she just came?

MR THOMAS NOLIN

No.

HON DAVID PIERRE

And you didn't ask her who sent her to you?

MR THOMAS NOLIN

No, no because she had this similar project in Reunion and she was sending from Reunion to France and other European destinations things like that.

HON DAVID PIERRE

Any other questions? Ok, if there are no further questions, it remains for me to, on behalf of the Committee, for me to thank you very much for coming to answer our questions. Should we need to call you back we will just let you know.

MR THOMAS NOLIN

Ok, thank you.

HON DAVID PIERRE

Thank you very much.