

## PROCUREMENT EXERCISE

### INTRODUCTION

Defence procurement consumes about \$1.7 trillion annually and is widely regarded as the source of many corruption scandals. Military procurement is probably the easiest area in which unscrupulous politicians or senior officers can be involved for substantial personal gain. By its very nature, procurement is commercially sensitive and equipment capability is often highly classified thereby excluding all but those closest to a project. It is therefore relatively simple for those in authority, or part of the procurement process, to influence what is acquired, whether it is necessary and capable or not.

國防採購每年耗資 1.7 兆美元，一般認為，其中普遍存在著貪污的情形。政客或高官很輕易就能介入軍事採購案並從中牟取私利。究其本質而言，軍事採購案金額高，且常由計畫單位定義裝備規格；因此，掌權者或採購經手者極易影響採購計畫的作成。

### SITUATION

You are members of the immediate staff of a newly appointed reformist Minister of Defence who is attempting to reduce corruption and build integrity, particularly within the procurement process. You have recently attended an Anti Corruption Course, and the Minister's secretary advises you that the Minister has just received a note from the Chief of the Air Staff regarding the acquisition of some new aircraft. The Minister has asked for advice on whether the procurement represents best practice or if there is any bribery or corruption potential likely from the acquisition.

新任國防部長試圖降低貪腐情形並建立廉政新象。你是他的幕僚人員，且最近參加反貪腐學程。由於國防部長接到一封來自空軍司令的信，內容是關於籌獲新型機種，希望得到相關建議以決定本案採購是否適切。

### EXERCISE REQUIREMENTS

1. Discuss with your group any issues you identify with the letter – are there any omissions and inaccuracies? What additional questions might you suggest the Minister asks of the Chief of Air Staff? (20mins)  
請小組討論空軍司令的信件內容是否有省略或不正確的地方？有什麼問題是你  
可以建議部長以詢問空軍司令的？(20 分鐘)
2. Identify the key areas of corruption risk should this procurement go ahead as outlined and nominate a spokesperson (20mins)  
請簡略說明本案的貪腐風險區域。(每組推選發言者)(20 分鐘)
3. Groups will present their findings (20mins)  
小組發表。(20 分鐘)

20 June 2016

Dear Minister of State

I have the honour to report that we continue to experience considerable difficulties with our operations to counter the illicit smuggling of drugs. You will be all too aware that our current combat fleet has been in service in country for some 35 years now and even on entering the inventory were cascaded surplus equipment. Regrettably the serviceability of both types has fallen considerably during the last 12 months of operations due to the lack of spare parts availability; this has been compounded by the increasing costs of many line replacement units, especially radios. Our operational edge has been further eroded as you will note that 3 weeks ago smugglers utilised a Beech twin which, according to commercial data, has an Indicated Air Speed of 175 knots (speed) at sea level, some 25 knots faster than the Cessna 150 aircraft that are normally encountered.

誠摯報告，本部在執行非法毒品走私防範作為上，仍面臨嚴峻的考驗。想必您很清楚我們的戰鬥艦隊已經服役近 35 年，甚至可以算是報廢設備。而近 12 個月以來，由於零件補給的欠缺與替換耗材花費的大幅增加，其在操作上遭遇極大的困境。我們的實戰優勢已漸失，如果您有注意到，3 個禮拜前毒梟使用的 Beech twin，根據其商業數據，指示空速達 175 海浬，比我們使用的 Cessna 快了 25 海浬。

I have therefore set in train procurement action to rectify the situation and seek your agreement that you will raise the matter with Parliament for formal endorsement. You will recall that there has been some debate over turboprop and turbofan in the press but that agreement for airframe acquisition has been approved in principle by Parliament and therefore formal transfer of funding to my military budget is therefore requested. The procurement strategy is outlined below but I would be pleased to present this to you in more detail either in writing or verbally if you felt that this would be helpful.

為了改善當前情勢，本部署手規劃採購案，希望您能向議會爭取授權。媒體曾就採購渦輪螺旋槳發動機或扇渦輪發動機有所爭議，但是議會原則上已許可籌獲機身；因此，希望能有正式的預算挹注以順遂本案推動。本案採購策略簡述如下，但若您需要，我將隨時向您面報或提供相關的書面資料。

The existing fleet of 24 Cessna 137 jets currently have an availability daily of some 20 percent which, I am sure that you will agree is unacceptable for a front line force engaged in combat operations. I therefore believe that we need a modern fleet of turboprop aircraft with speeds in excess of the 175kts we are currently encountering and strongly recommend airframes with a maximum True Air Speed 15-20% greater at sea level. Naturally, we need airframes that are capable of flight across the entire terrain spectrum with the ability to take off and land at our higher bases which are at 8000 feet above sea level in the mountains.

現行 24 架 Cessna 137 噴射機的每日運行率為 20%，相信您也同意這對前線戰備是不及格的。我們需要取得新型艦隊，配備速度超過 175 浬的渦輪螺旋槳發動器，飛行速度能夠提升 15-20%，且能適應各種地勢，包含在 8000 英尺高的山區(我們最高的基地)起飛和降落。

I am well aware that there is growing interest both in the US and Europe, especially the OECD, in anti corruption activities and have therefore set in train a competition, for possible candidates to replace our fleet with 24 new build combat aircraft. There will be a full assessment by specialist pilots from my staff to confirm that the candidate aircraft fly at the speed declared by the manufacturer and that it can take off and land from all of our current operational airfields. I view this performance in particular as critical, and the operational imperative will carry some 75% of the assessment weighting in the competition. Indeed, in recent times we have suffered in combat availability due to aging airframes and therefore I hope that we will have the opportunity to evaluate a range of airframes including newly developed types, this will give us the cutting edge of production and on one possible airframe permit us to be the launch customer – a highly prestigious achievement!

目前美國與歐洲的賣家，尤其是經濟合作發展組織，對本案都表達高度的興趣。為確保採購過程的廉潔，我們預計以競標方式辦理 24 架新造戰鬥機採購案。我們將由專業飛行員實施全面評估以確保各競標產品擁有所宣稱之功能，且能在我們現行基地正常起降，這些必要操作項目將占評估分數的 75%。我們目前因設備老舊而減損對戰能力，我希望能藉由這個機會重新評估並新型態的機身納入考慮，這將提供本軍極大的對戰優勢。

Turning to the detail of the airframe acquisition, in particular you will be aware that our current fleet is inefficient and consumes considerable quantities of fuel; the new airframes therefore MUST use less fuel per hour as this is a hugely important issue. In addition to the funding for the airframes, each of the manufacturers, or consortiums, will be requested to provide advice on training and spares packages and I feel that we must ensure spares availability for at least 10 years following contract signature. Furthermore, I will seek best advice from current manufacturers on specialist equipment although one areas that I am adamant about is protect of my pilots from small arms fire and therefore self sealing fuel tanks are an essential safety requirement.

至於機身籌獲的細節，如您所知現行艦隊在運作上不僅效能差且油耗量極大；因此，新型機身必須能夠降低每小時的耗油量。而每個競標廠商應提出訓練及裝備補給的建議，也應確保籌補能力至少有 10 年的水準。此外，我也會向現行製造商尋求專業建議，我非常重視機組員在小規模對戰中的安全性，因此密封油槽也是必要的。

Further, in accordance with current National legislation, I can confirm that there will be a requirement for a full offset package against the acquisition which will be approved by the Ministry for Economic Affairs, and I am pleased that there will be a team of 5 civil servants dedicated to this task for the next 6 months, or until contract signature, whichever is the longer.

根據現行國防法規，我確信本案將有訂定補償契約的需求。本部將納編 5 個職員成立專案小組負責本案契約簽訂，作業時間原則上為接下來的 6 個月，但若不如預期，將持續至契約簽署完成。

As to detail of timings, you will, of course, agree that we need to progress the acquisition with the greatest degree of speed, coupled with careful handling to ensure that we get precisely the correct tools for the task. I have therefore set the following

timelines to my staff: outline technical specification completion by 5 July; international notification of competition 6 July with declarations of interest required by 5 August; formal tenders, following clarification of any issues arising, would be required by 21 September; an in country fly off would take place in 5 October and contract award scheduled for early November. Offset negotiations would be complete by 2 December and depending upon availability I would expect the new airframes to start arriving about 3 to 6 months later.

為使本案能順利推動，我要求我的組員遵守以下時程：

- 7月5日：完成技術規格之擬訂
  - 7月6日：國際通知
  - 8月5日：正式投標，並完成相關的孳息申報
  - 9月21日：國際性競標完成投標及異議澄覆
  - 10月5日：國內評選
  - 11月上旬：宣布決標
  - 12月2日：補償契約協商
- 新型戰機將有望於3~6個月內交付。

I have the honour to be, Sir,

Your obedient servant,