



DISPATCHES

THE ROYAL UNITED SERVICES INSTITUTE OF NOVA SCOTIA

CHRISTMAS Edition 2013

Web site: www.rusi.ca

RUSI (NS) PROGRAM

Day, Date	Time	Location	Remarks
Wed Dec 4	1500-1700	Government House Barrington Street Halifax	Christmas Reception and 85 th Anniversary hosted by the Patron, the Lieutenant-Governor of Nova Scotia
Wed Jan 15	1200-1300	RA Park Air Force Room	Your service reps will present a short overview on the new ranks, structure and organization of the Navy, Army, Air Force and RCMP in Nova Scotia.
Wed Feb	1900-2000	RA Park Air Force Room	The Annual General Meeting. Note that this is an evening event and you will be voting for your new executive.

PRESIDENT'S CHRISTMAS MESSAGE

Thank you to all of our members for your support and participation within the Institute in 2013. This has been a year of exploring change as we prepare to meet the challenge of maintaining a robust, active membership through broader appeal to our various communities and ensuring our relevance in addressing issues surrounding the defence and security of Canada. Together we've taken some very constructive steps, including opening social events to guests, making sure we present a professional public image and strengthening our working relationships with the Canadian Forces, policing organizations and others who share our interest. Meanwhile, our Security Affairs and Veterans Affairs Committees continue to raise public awareness around issues of importance that fall within our mandate.

All that to say, thank you once again for your work and dedication. I hope you and your families have a safe and peaceful Christmas and a Happy New Year.

RUSI (NS) WILL BE HOSTED BY THE PATRON IN RECOGNITION OF OUR 85TH ANNIVERSARY YEAR

Our Patron, BGen, the Honorable JJ Grant, CMM, ONS, CD, Lieutenant-Governor of Nova Scotia has offered to host RUSI members to a reception at Government House on Wednesday, December 4th from 1500-1700 hrs. This reception will be by invitation only and you should be receiving yours in the mail shortly. Please respond to the RSVP shown on your invitation. Also note that the dress for this event will be blazers with medals.

OUR SERVICE REPS WILL BRIEF ON CHANGES

We have requested that our four service representatives speak to us at the first Distinguished Speaker luncheon of the new year. On January 15th, in the air force room at RA Park, the RCN rep, **Cdr George Forward**, the Army rep, **LCol Dale Warner**, the RCAF rep, **LCol Chris Barnard** and the RCMP rep, **Supt. John Ferguson** will each brief us on the myriad of changes which have taken place in the respective services since all the government announcements on name organization and rank changes have taken place. Plan to be there and here the latest in the Forces and the Force.

SECOND EVENT OF 2014 WILL BE OUR ANNUAL GENERAL MEETING – PLAN ON ATTENDING THIS EVENING

This year, our AGM will be held on the evening of Wednesday, February 19th. Our evening will commence at 6:30 pm with sandwiches and coffee served prior to the meeting which commences at 7:00. The main vote will be on your new executive and of course the budget for 2014.

IT'S THAT TIME AGAIN – DUES FOR 2014

2014 is just around the corner and once again, we solicit your dues which have not been raised. Once again, the annual dues for the Institute **remain at \$35**. Please send your cheques to us made out to RUSI Nova Scotia at the following address:

RUSI (NS), Suite #151
PO Box 99000 Stn Forces
Halifax, NS B3K 5X5

CANADA EYEING DEFENCE PROCUREMENT OVERHAUL

Defense News

By David Pugliese

Canada's government, dealing with a series of multibillion-dollar defense acquisitions that have gone off the rails, will launch an overhaul of its procurement system in the coming months.

Efforts are underway to reduce the amount of time the Canadian military takes to determine its requirements for equipment, government officials said. The ruling Conservative Party government also is considering creating a separate defense procurement agency or a secretariat that will oversee an acquisition process now run by three federal government departments, according to government sources.

Canada has dealt with a series of high-profile failed or controversial military procurements over the past several years:

- The acquisition of F-35 joint strike fighters has been restarted after allegations were raised in Parliament that the ruling Conservative Party government misled Canadians on the combat jet's cost.
- The purchase of new close combat armored vehicles for the Army had to be restarted twice because of various problems with the procurement process.
- The acquisition of new Army trucks has been ongoing since 2004; it, too, has had to have been restarted a number of times because of procurement problems. A contract award date has yet to be determined, but the vehicles aren't expected until at least 2017.
- The purchase of a new fleet of search-and-rescue aircraft has taken more than nine years, and the government is still not ready to accept bids from industry.

There have also been complaints from politicians and some in industry that requirements have been designed to favor one particular piece of equipment, or that the military has changed equipment specifications after a contract has been issued.

"They have to do something since the procurement system is broken," said Alan Williams, a former assistant deputy minister responsible for procurement at the Department of National Defence.

The Canadian government has acknowledged changes must be made. In late May and again in July, then-Associate Minister of Defence Kerry-Lynne Findlay told industry representatives that the department was intent on streamlining the process.

Defence Department spokeswoman Jessie Chauhan also noted in an email that various options are being tested inside the department, and pilot projects could be in place sometime by the fall. "It is anticipated that time savings will be substantial and found throughout the process," she added.

Neither the department nor the rest of the government is releasing further details on what specific initiatives will be launched. Julie Di Mambro, a spokeswoman for Defence Minister Rob Nicholson, referred questions to Public Works and Government Services Canada, which did not respond.

The Defence Department is a key player in the military procurement system, as is Public Works, which oversees the contracting portion of proposed purchases. Another federal department, Industry Canada, ensures that benefits for domestic firms are considered in defense procurements.

Williams said he believes that the government will unveil a new secretariat to oversee acquisitions. Similar secretariats have been established on a limited basis by the Conservative Party government to oversee the F/A-18 fighter jet replacement project and the acquisition of new ships.

"The problem with establishing a secretariat is that it doesn't really change the current system, where you have three ministers still responsible for procurement," Williams said.

Those three ministers bring with them three separate levels of bureaucracy, which can stall or slow equipment acquisition, he added.

Williams said the government should instead create a separate defense procurement agency or put only one minister in charge of acquisitions.

Until one minister is deemed accountable, defense procurement will always be burdened with inefficiencies and unnecessary delays and costs, Williams argues.

A report from the Canadian Association of Defence and Security Industries (CADSI), released in 2010, also recommended a single point of accountability for procurement. The government could create a separate defense procurement agency, or it could assign the responsibility for all procurement to one minister from an existing federal department, noted the CADSI report, produced at the behest of the federal government.

“The absence of a single ministerial point of accountability within government slows and adds costs to the procurement process and weakens the government’s ability to defend Canada’s national interest and achieve a strong economic return on investment,” the CADSI study pointed out.

It’s not the first time, however, that the Conservative government has promised to overhaul defense procurement. On Nov. 19, 2008, then-Governor General Michaëlle Jean announced that fixing the procurement system would be a top priority for the Conservatives. “Simpler and streamlined processes will make it easier for businesses to provide products and services to the government, and will deliver better results for Canadians,” she said in the 2008 Speech from the Throne, read to Parliament.

Little came of that promise, opposition politicians point out. Jack Harris, the defense critic for the New Democratic Party, the official opposition in the House of Commons, said there are ongoing issues with a lack of competition on procurements, as well as what he called “requirement creep,” which drives up the cost of procurement programs.

He noted the example of the Army continuing to change the requirements for the medium-sized trucks it wants to buy. Harris said the truck purchase should have been relatively straightforward, yet has been going on for more than nine years.

AN INTERESTING OP ED

Blood and treasure: Time for a rethink of our military?

Opinion

Devon Black

Nov 5, 2013

During the first weekend in November, while Canadians were watching the Conservative party convention in Calgary, another military procurement fumble hit the news.

The government's order for 28 CH-148 Cyclone helicopters to replace the military's aging Sea King helicopters has been wracked with problems. The Cyclones' manufacturer, Sikorsky, was supposed to complete delivery of the helicopters by 2011, but no helicopters have arrived yet — and likely won't for another two years. Meanwhile, the cost of the project — a \$1.8 billion contract when it was first awarded — has ballooned to \$5 billion.

To top it off, on November 3rd, it was reported that as far back as 2004, there were concerns being raised at the Department of National Defence about whether the Cyclones would be able to do the job.

These procurement problems are just the latest in a long list. When the Fraser Institute released its review of Auditor General's reports from 1988 to 2013 last month, the report was rife with examples of military procurement gone wrong. Back in 1992, the government purchased two used offshore supply vessels for the military; turns out they needed \$16 million in repairs, which kept them out of use for nearly a year.

More recently, we've seen problems with the F-35 fighter jet purchases — which will cost at least \$1.2 billion more than projected, since the DND failed to include a number of associated costs when presenting the proposal.

The military's activities in Afghanistan present a whole other set of problems. The Auditor General's 2008 report indicated that \$7 million worth of inventory got lost somewhere along the line. Four separate military vehicle procurement projects failed to follow Treasury Board guidelines, with required documents either filled out wrong or missing entirely. To top it off, this year the DND decided to write off \$7.5 million in cargo stolen from Afghanistan over the second half of 2011.

Public money wasted tends to annoy taxpayers — and with the Senate spending scandal still dominating the news cycle, Canadians are doubtless more sensitive than usual to this sort of thing. But military spending is especially tricky, for all sorts of reasons.

For starters, in the years since Canada went into Afghanistan, Canadians' understanding of the role of our military has changed. After ten years of combat there, it's understandable that our country's actions in Afghanistan are now top of mind when Canadians are asked about the military.

That poll raises a question: Afghanistan may be what Canadians think of when they think of the military, but what should they be thinking of? What role should our military be playing? The question is fundamental to deciding how much we should spend on our military and what that money should be buying.

Since the Conservatives were elected in 2006, there's been a fundamental shift in what the Canadian military does, especially internationally. During the 1990s and early 2000s, Canada was a leading participant in multilateral peacekeeping interventions around the world, under the mandate of the United Nations.

Those missions were ambitious international projects. In Cambodia during the early 1990s, Canadian forces contributed to the United Nations Transitional Authority in Cambodia — the first

time the UN took over the administration of a state to help rebuild civil society and transition to democracy. In Sierra Leone, Canadians were part of the UN peacekeeping force deployed to assist in implementing the Lomé Peace Accord, which helped to end an eleven-year-long civil war.

But in one year, between January 2006 and January 2007, the world saw a sudden and immediate decline in the number of peacekeepers Canada contributed to UN missions. In January of 2006, Canada was the 32nd biggest contributor of troops to UN missions, with 370 Canadians contributing to the UN goal of saving succeeding generations from the scourge of war.

One year later, in January of 2007, the number of Canadians participating in UN peacekeeping missions had dropped by more than half, to 141. Instead of being tied with the United States in our contributions at 32nd, we dropped to 59th place — between Cambodia and Cameroon.

Since then, our contributions have barely shifted. In September of this year, the number of Canadians participating in UN peacekeeping operations was nearly static, at 142. More than two years after the end of Canadian operations in Afghanistan, we still haven't had a real debate about what we want our military to do. Should our military be prepared for another decade-long foreign war? Should we return to our legacy of peacekeeping? Or should our military be working on something else entirely?

Until we know the answers, even the best-intentioned efforts to outfit our military will be less effective than they should be. We can't keep buying equipment and hoping that when our military deploys, the tools they have turn out to be right for the job.

Let's first figure out what we want our military to do. Then let's get them the equipment they need to do it.

Devon Black is studying law at the University of Victoria. In addition to writing for iPolitics, Devon has worked for the Canadian International Development Agency, Leadership Africa USA and RamRais & Partners.

IN MEMORIAM

It is with a great deal of sadness that we announce the passing of Mrs. Marina Kelly, loving wife of Mike Kelly, our long time historian. Marina passed away on Thursday November 14th. Funeral services take place on Monday, November 18th, at 1100 am at the St. Marguerite Bourgeoys Church at 1714 St. Margaret's Bay Road.

May she rest in peace.