海 事 處

政府船塢
香港九龍深水埗
昂船洲昂船路

MARINE DEPARTMENT
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政府帳目委員會
（經辦人：朱漢儒先生）

朱先生：

政府帳目委員會
審議審計署署長第六十九號報告書第二章
政府船隻的採購及保養

二零一七年十二月十二日致海事處處長的來函收悉。海事處處長已授權我代為回覆。

就政府帳目委員會所作提問的答覆，依次載列於**附件**。

煩請向政府帳目委員會委員轉發夾附的資料，以便委員參考。

海事處處長
（陳卓生 陳卓生 代行）

連附件

副本送：運輸及房屋局局長（經辦人：甄美玲女士）
財經事務及庫務局局長（經辦人：鍾小玲女士）
審計署署長 （經辦人：李適任先生）

二零一七年十二月二十九日

政府帳目委員會
《審計署署長第六十九號報告書》第 2 章
政府船隻的採購及維修

政府船隻的採購

(a) 根據《審計署署長第六十九號報告書》（“《審計報告》”）第2.4段，截至2017年3月31日，服役中的機動船和高速船有187艘，其中76艘(41%)已超逾其預計使用年限1至12年。請說明使用這些已超逾預計使用年限的船隻會否對其安全運作有不良影響；

答： 對於政府船隊的維修，海事處以安全為首要考慮。保養得宜的船隻在預計使用年限屆滿後仍可安全使用多年。與車輛不同，船隻由船體構板至推進引擎各部分均可按需要更換，以維持船隻狀況良好。雖然如此，從衡工量值的角度看，維修已超逾預計使用年限的船隻可能涉及額外的維修成本和停用時間，情況未必理想。

(b) 就《審計報告》第2.5段，請提供以下資料：

(i) 政府船隊科（“船隊科”）通告第10/2008號的副本；

答： 船隊科通告第10/2008號載於附錄A。

(ii) 就船隊科通告第10/2008號的適用情況展開檢討的日期，以及進行檢討的原因；

答： 海事處改革執行小組最初在2016年10月檢討船隻替換機制，並建議有需要更新船舶替換指引，在釐定船隻的預計使用年限時應考慮其他因素，例如船隻類型和運作時間（即船隻運作8小時還是24小時），而非只按船體物料釐定。此外，由於船隻採購項目最少需時3至5年才能完成，要合併不同用戶部門在同一時段就相似類型船隻的採購項目便更加困難。因此，海事處藉此機會就船隊科通告第10/2008號展開檢討。

(iii) 上文(ii)所述的檢討需時較長的原因；以及

答： 自2016年12月起，政府新建船舶組（“新船組”）開始與主要用戶部門磋商部門的10年船隻替換計劃，以預計未來的採購需求。這項工作現時仍在進行中。從擬備10年船隻替換計劃所得的實際經驗亦可用作上述通告的檢討參考。

此外，自2016年2月起，物料供應主任職系人員一直就船隻採購事宜向新船組人員提供專業意見。至今所得的經驗亦將作為上述通告的檢討借鑑。

(iv) 預計該檢討的完成日期；

答： 預計該檢討將於2018年第一季完成。

(c) 就《審計報告》第2.5(b)段，請提供以下資料：

(i) 自2016年12月起採用10年船隻替換計劃的原因；

答： 鑑於船隻採購／替換項目需時最少3至5年才能完成，相信5年滾動式計劃並不足以切合用戶部門的長期規劃。因此，海事處採取更務實的方針，為用戶部門擬備10年船隻替換計劃，以更全面的規劃應付用戶部門的運作需要，並更準確預測人力資源需求，讓海事處能以切實可行和更長遠的方式推展這些項目。此外，更長遠的規劃使海事處有機會把相似的採購項目併入單一標書，從而在採購過程中縮短擬備標書的時間，減低招標管理成本，並取得規模經濟效益。因此，海事處已與消防處合作，在2016年12月為消防處擬備10年船隻替換計劃，作為這些計劃的開端。

(ii) 與主要用戶部門制訂暫定10年船隻替換計劃的進度；以及

答： 海事處在2016年12月為消防處擬備10年船隻替換計劃後，現正與其他主要用戶部門（即香港警務處、香港海關、漁農自然護理署和海事處內的用戶組別）合作，以制訂其10年船隻替換計劃。

(iii) 會否考慮把相似的採購項目併入單一標書，以減低招標管理成本，加快推展時間；

答： 在物料供應主任職系人員的協助下，海事處已開始把用戶部門相似類型船隻的採購項目併入單一標書。在釐定主要用戶部門的10年船隻替換計劃後，海事處會探討一切機會，把相似的採購項目併入單一標書，以在採購過程中縮短擬備標書的時間，減低招標管理成本，取得規模經濟效益，從而有助加快船隻採購工作。

(d) 根據《審計報告》第2.6段，在預計使用年限屆滿後繼續服役的76艘船隻中，有22艘(29%)未納入2017年7月的船隻替換計劃。海事處沒有為2艘船隻進行船舶狀況評估，亦有18艘船隻的評估結果未獲妥善跟進。就此，請說明／提供以下資料：

(i) 為確保該22艘船隻繼續安全有效率地運作而已採取／將採取的臨時措施；

答： 一直以來，海事處不時為所有政府船隻（包括該22艘船隻）進行檢查[1]和提供維修服務，包括按需要提供預防性保養[2]和急修[3]服務。就此，海事處亦一直持續密切監察這22艘船隻的狀況，以確保安全。

(ii) 2艘船隻已分別超逾其預計使用年限1年和6年，卻沒有進行船舶狀況評估的原因；

答： 該2艘船隻是用於控制污染的特別用途船隻，主要置於候命狀態，隨時應召處理緊急事故（即海上油污）。鑑於其作業模式和使用頻率較其他相似船齡的船隻為低，所以評估的狀況理想。事實上，海事處雖然過往沒有為該2艘船隻進行船舶狀況評估，但一直有進行預防性維修和急修，並在維修期間密切監察其狀況，以確保其運作既安全又有效率。

船舶狀況評估的目的為評估船隻是否有需要替換和合適的替換時間，當中會考慮船隻過往的維修記錄。由於該2艘船隻的狀況仍然理想，因此並無迫切需要進行狀況評估，以啟動船隻替換計劃。雖然如此，海事處已分別在2017年11月30日和2017年12月1日為該2艘船隻（即“海事38”和

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[1] 在進行預防性保養前為政府船隻進行檢查，以找出須在其後計劃回塢時跟進的主要維修事項。

[2] 預防性保養是為政府船隻進行的定期保養服務。進行預防性保養期間，因船隻需要更全面的維修／修理，該船隻通常會吊起至乾塢內進行全面檢查、修理及其他所需維修服務。預防性保養會按船隻的運作模式及狀況而每隔一段適當時間進行。

[3] 急修是在緊急情況下或意外等事件發生後進行的工作，目的是使船隻回復安全及可運作狀況，供用戶部門使用。

“海事59”）進行船舶狀況評估，並重新確認其安全及適合運作。

(iii) 該2艘船隻在預計使用年限屆滿後是否曾進行維修，並請提供相關的維修日誌副本；

答： 該2艘船隻（即“海事38”和“海事59”）曾進行維修。維修日誌的副本載於**附錄B**.

(iv) 顯示由2016年1月至12月期間為其他類型船隻進行維修的次數的維修日誌副本；

答： 有關我們上文問題(d)(iii)的答覆，“海事38”是一艘小型機動船，而海事59”是一艘大型機動船。這兩類型船隻的維修日誌載於**附錄B**，《審計報告》第2.6段下另一類型船隻（即中型高速船）的維修日誌載於**附錄C**。

(v) 18艘船隻的評估結果未獲妥善跟進的原因；以及

答： 該18艘船隻雖然已超逾其預計使用年限，但仍繼續獲維修，並由海事處維修人員密切監察。對於根據評估結果而建議替換的船隻，新船組現正與有關的用戶部門制訂其10年船隻替換計劃，並協助他們盡快展開替換工作。至於其他須進一步評估的船隻，維修記錄顯示其狀況仍然理想。海事處當時認為並無迫切需要作進一步船舶狀況評估，以啟動替換船隻計劃。儘管如此，海事處亦正為這些船隻安排狀況評估。

(vi) 為回應審計署在《審計報告》第2.36(a)(ii)段所作的建議而已採取／將採取的措施；

答： 海事處除了為用戶部門採取上文(v)所述的跟進行動外，亦正研究方法提升政府船隊資訊系統，以便更妥善安排船舶狀況評估和船隻替換工作。系統提升後能更善用維修記錄，以改善船舶狀況評估的安排，並可更善用船舶狀況評估報告以計劃替換時間及在適當時間提示新船組與用戶部門採取跟進行動。

****委員會秘書附註*：只在此隨附一份維修日誌樣本。**

(e) 根據《審計報告》第2.9和2.10段，截至2017年8月31日，海事處正管理25個採購項目，所採購的90艘船隻分屬4個主要類別，其中8個項目已由立法會財務委員會（“財委會”）批准，餘下17個由立法會在審議《撥款條例草案》時批准或由財政司司長批准。8個獲財委會批准的項目中，有5個未能在目標日期交付船隻（由2013年8月至2017年3月），截至2017年8月，所延誤時間為5個月至4年不等；其餘3個項目仍在招標階段。另外的17個項目中，有7個（涉及19艘船隻）在2013-14年度之前已獲批准，3個項目的進度尤其緩慢，即在獲批准撥款約5年後，仍在招標階段。就此，請提供為加快落實該等延誤採購項目已採取／將採取的措施；

答： 在2010至2013年間，採購政府船隻的進度較為緩慢，導致政府船隊的主要船隻老化。這主要是由於海事處具備採購經驗的員工不足。

新船與車輛不同，前者通常按需要特別訂造，因此需要較長時間採購。由設計、落實用戶部門的要求、進行投標以至監管船隻建造、測試和交付，整個採購過程一般需時 3 至 5 年完成。因此，政府船隻採購項目一旦積壓，便難以在短時間內解決，以致船隻老化問題加劇。

海事處已實施一系列措施加快替換政府船隻，以降低船隊的平均船齡。該等措施包括加強管理層對船隊科的監督、增加新船組驗船主任職系的人手，以及積極採用外判方式以進一步加快造船工作的進度。

為加強管理層對船隊科的監督，海事處處長自 2015 年 12 月起已把船隊科逐步撥歸海事處副處長（特別職務）管轄。此外，海事處處長和海事處副處長（特別職務）已自 2016 年 2 月起定期出席政府船塢管理層會議。

為增加政府船隻採購人手，海事處除了聘請退休公務員以合約驗船主任形式在新船組協助處理相關工作外，亦有直接招聘高級驗船主任以助紓緩人手不足問題。2 名具豐富採購經驗的物料供應主任職系人員亦自 2016 年初起調配至新船組，協助進行船隻採購工作。在物料供應主任職系人員的協助下，新船組自 2016 年初推行了一系列改善採購程序的措施，包括統一招標文件和合約的條款，以及在

招標時合併涉及同類型船隻的採購項目，以加快船隻採購工作的進度。

此外，海事處一直積極把部分造船項目的工作，在由海事處人員負責監督的原則下，外判予外間的顧問公司，以進一步加快造船工作的進度。

上述措施已見成效。海事處於 2016 年 1 月至 2017 年 11 月期間已進行 11 次招標，涉及 6 個部門的 52 艘政府船隻。其餘已獲撥款的船隻採購項目亦已全力開展。

(f) 就《審計報告》第2.9段表三項目3，鑑於有關滅火輪自1990年起已開始服役，請提供導致採購項目出現重大延誤的原因；

答： 根據海事處於2009年就船隻（即七號滅火輪）狀況評估結果而給予的意見，並考慮到船隻當時的表現，消防處於2009年底展開採購一艘替換船隻的行動。有關建議於2010年5月獲海事處政府船舶常務委員會通過後，消防處於2011年4月進一步修訂新船要求，以涵蓋配合現代化運作需要的強化功能和處理化生輻核相關事故的設備。由於當時香港從未有安裝化生輻核防護系統的滅火輪或救援艇，海事處遂進行研究並聯絡專家以取得相關資料作開支估算，以便擬備申請撥款文件提交財委會。撥款申請（包括新要求的一般框架）最終於2012年6月獲財委會通過。《審計署署長第六十七號報告書》第3章亦曾提及採購替換船隻策劃工作有所延誤，審計署建議消防處改善船隻替換項目運作需求的策劃工作（第六十七號報告書相關部分節錄於**附錄D**）。

儘管已取得化生輻核防護系統的一般資料估算開支，以供財委會審批，惟就招標而言，有關資料並不足夠。擬備招標文件必須有更詳盡的市場可用技術和設備資料，而該等資料難以取得。為確保技術規格涵蓋最新科技並能滿足用戶需要，海事處耗費較長時間與消防處和海外專家研究和磋商。2013年6月，消防處確定了化生輻核系統的使用要求。於2012年6月至2013年6月進行的主要工作重點載列如下：

- 研究和探討船級社的化生輻核系統規定；
- 聯絡相關船級社和海外專家，就化生輻核設備的詳盡技術規格和科技提供專業意見；
- 安排與海外專家和用戶舉行簡報會和會議，以了解化生輻核技術的最新發展和良好作業守則，並就設備要求詳情交換意見；以及
- 與海外專家和用戶就技術規格詳情進行討論，並進一步修訂有關要求，以切合運作需要。

****委員會秘書附註*：附錄 D 並無在此隨附。**

由於海事處一直面對驗船主任職系人手嚴重短缺的問題，船隻採購項目亦有積壓，新船組於2013年中以書面通知消防處，除非能聘請足夠的驗船主任職系人員，並將項目管理工作外判予外間的顧問公司，否則於2017年12月方可進行項目招標。儘管該兩項措施隨後實施，但當時新船組的人手狀況卻未有顯著改善，理由是驗船主任職系的空缺未能填補，加上最初的外判工作進度緩慢（詳見下文(m)）。因此，海事處於2015年初以書面通知消防處，七號滅火輪替換項目將會暫停。在消防處提出上訴指應優先開展有關項目後，新船組重訂相關工作優次，並於2015年6月恢復七號滅火輪的招標籌備工作。初時有關項目進度緩慢，直至2016年初2名採購經驗豐富的物料供應職系人員獲調派至新船組協助進行船隻採購工作後，情況才有所改善。《審計署署長第六十七號報告書》第3章亦曾提及推展替換項目有所延誤，審計署建議海事處須採取措施確保消防處的項目能適時推展（相關部分節錄於**附錄D**）。海事處已實施一系列措施加快採購政府船隻，詳情載於上文(e)。七號滅火輪已於2016年10月招標，造船工程正在進行。

****委員會秘書附註*：附錄 D 並無在此隨附。***

(g) 就《審計報告》第 2.13 段，請提供檢討評審船隻採購項目標書的評分制度需時近 3 年（2009 年 12 月至 2012 年 10 月）的理由，並提供所有相關各方（如新船組、中央投標委員會、律政司和財經事務及庫務局（“財庫局”））就檢討評分制度的相關往來文件／函件副本；

答： 中央投標委員會於 2009 年 12 月建議海事處諮詢律政司，以修訂評分制度的酌情權條款。當時，海事處嘗試藉此機會對評分制度進行根本性檢討，以期建立一套適用於所有類型船隻的修訂標準評分制度，節省招標的籌備時間。由於檢討工作非常複雜，加上當時新船組沒有物料供應主任職系人員提供技術意見，因此新船組員工需要很長時間檢討評分制度。然而，由於個別類型船隻的獨特性，所有相關各方於 2012 年 4 月最終認為建立一套適用於所有類型船隻的修訂標準評分制度並不可行，但可向中央投標委員會提交特定類型船隻的評分制度，以供審批。高速船項目的評分制度最終於 2012 年 10 月獲中央投標委員會通過。

基於從檢討和事後汲取的教訓，為避免同類事故再次發生，海事處應採取雙軌方式，即在檢討酌情權條款後採用以往評分制度繼續進行採購工作，同時全面檢討評分制度，並讓高層管理人員時刻知悉最新情況和在有需要時提供指導，也要積極密切聯絡相關各方，以便盡早解決遇到的任何問題。

檢討評分制度的相關文件／函件副本夾附於**附錄E**[4]**和附錄F**。

委員會秘書附註：附錄 E 及附錄 F 並無在此隨附。

4 由於相關文件／函件所載的法律意見受法律專業保密權保護，有關披露須受以下條件規限：**(a)**有關法律意見僅為政府帳目委員會審議《審計報告》之目的向政府帳目委員會委員披露；**(b)**政府帳目委員會委員不得向任何其他人士披露有關法律意見，亦不得在任何公開聆訊或公開文件中提述該等法律意見的內容；以及**(c)**有關披露並不損害我們的立場，即有關法律意見享有特權，該特權不得當作被放棄。

(h) 就《審計報告》第2.14和2.15段，請說明：

(i) 沒有記錄顯示在政府船塢或海事處高層管理人員會議上曾接報／討論上文(g)所述持續檢討可能造成的影響和緩減有關影響的可能措施（例如重新評估尚待處理的採購項目是否需要採用評分制度）的理由；以及

答: 我們搜尋了海事處備存的所有記錄，沒有記錄顯示在政府船塢或海事處高層管理人員會議上曾討論檢討採購項目評分制度可能造成的影響和／或緩減有關影響的措施。這是由於當時海事處的記錄備存情況不理想。有關情況自2014年5月起已有改善。海事處已為高層管理人員的定期會議擬備會議紀要，記錄會上商議內容。

(ii) 律政司曾於2010年12月提議海事處檢討是否需要採用評分制度，但沒有記錄顯示海事處曾對該建議作出回應的理由；

答: 我們搜尋了海事處備存的所有記錄，沒有記錄顯示海事處曾對律政司於 2010 年 12 月提出的建議（即檢討是否需要採用評分制度）作出回應。然而，海事處事實上已遵從律政司的意見。於 2012 至 2014 年間，在 3 個項目上採用了評分制度，另有 3 個招標項目認為因沒有必要而沒有採用評分制度。

(i) 根據《審計報告》第2.14段和附錄C，財庫局於2014年8月發出第8/2014號通函提醒決策局／部門避免過度使用評分制度後，海事處已停止在新造船項目應用該評分制度。就此，請提供以下資料：

(i) 海事處在收到財庫局第8/2014號通函後決定停止在新造船項目應用評分制度的相關文件（例如會議記錄或內部通告）副本；

答： 政府物流服務署曾於2015年1月12日就上述事項為決策局／部門負責處理採購事宜的人員舉行簡介會，大部分負責採購船隻的新船組員工均有出席該簡介會。政府物流服務署向參與者派發簡介會的討論資料，有關資料已獲存檔，以供日後參考。

海事處一直的理解是，應用評分制度評審標書並非確保採購貨品及服務具較佳質素的唯一途徑。該通函清楚說明，制定以質素為本明確而可達到的標書規格、刪去過多的“基本規定”（尤其那些可能會保障現有供應商利益的規定），以及積極為屢次只能吸引一或兩名競投者的招標項目進行市場推廣，往往能更直接有效促進真正的競爭。海事處注意到，在2012年1月至2014年5月期間，應用獲中央投標委員會和政府物流服務署投標委員會批准的評分制度評審的合約標書中，約70%至80%的合約最終批給出價最低的競投者。在該些個案中，應用評分制度本身能否為標書質素帶來額外的保障，值得商榷。

就海事處而言，在2003至2014年間，應用評分制度的船隻採購項目中，約90%的合約最終批給出價最低的競投者。根據上述數字並經仔細考慮，海事處認為，從衡工量值的角度而言，在招標文件明確訂定包括技術規格的基本規定作為評審準則，與應用評分制度一樣，同樣可達致確保採購船隻質素的目的。

(ii) 海事處如何解讀財庫局第8/2014號通函，即應在何種條件／情況下應用評分制度；以及

答： 請參閱我們就上文問題(i)(i)的答覆。

(iii) 海事處自此用以評審標書的評估準則為何，包括海事處曾多少次應用評分制度評審標書；

答： 海事處按照《物料供應及採購規例》（“《採購規例》”）第370條（評審標書）（見**附錄G**）所載指引評審標書。自2014年第二季起，海事處採用涉及3個階段的評估準則評審標書。該3個階段的詳情載於“招標條件”附件A（見**附錄H**和**附錄I**），概述如下：

第1階段（價格評審）－檢查標書，在所有投標者中找出提交價格屬最低總買價的投標者。

第2階段（完整性檢查）－檢查標書是否符合招標文件所載程序規定的完整性要求。

第3階段（評審是否符合基本規定）－檢查標書是否符合詳載於招標文件的基本規定和標書規格。任何標書如未能符合任何基本規定，將不會獲進一步考慮。

標書報價屬最低總買價並通過第2和第3階段評審的投標者，會獲推薦接納。如該標書未能通過第2和第3階段評審，報價屬第二低總買價的標書，會接受第2和第3階段評審。這評審過程會重複至找到中標者為止（如有）。

為保障政府利益，“招標條件”訂明，在評估接獲的標書和批出合約時，(a)政府並非必須接納出價屬最低總買價的標書；以及(b)合約一般會批予“招標條件”附件A識別出的獲推薦接納投標者，或政府認為可全面履行合約的投標者。

海事處自2014年第二季起已沒有在政府船隻採購項目應用評分制度評估標書。自那時起，我們每次進行船隻採購工作，均會衡量上述評審標書的評估準則是否足以和適用於處理有關項目，只會在認為有必要時才會應用評分制度。

(j) 就《審計報告》第 2.17 和 2.21 段，請提供以下資料：

(i) 為緩減驗船主任職系人手短缺對採購項目如期完成交付的影響所作行動詳情；

答： 海事處已實施一系列措施加快替換政府船隻，以降低船隊的平均船齡。該等措施包括增加新船組驗船主任職系的人手，以及積極採用外判方式以進一步加快造船工作的進度。

海事處為增加政府船隻採購人手，除了聘請退休公務員以合約驗船主任形式在新船組協助處理相關工作外，亦取得額外資源增加新船組的人手編制，包括在2014-15至2021-22年度增設3個有時限驗船主任職位，以及在2017-18至2021-22年度增設1個有時限高級驗船主任職位。增設該等驗船主任職位後，可讓海事處成立2支採購小組，由共計8名驗船主任職系人員處理船隻採購項目的工作。2名具豐富採購經驗的物料供應主任職系人員亦自2016年年初起調配至新船組，協助進行船隻採購工作。

此外，海事處一直積極把部分造船項目的工作，在由海事處人員負責監督的原則下，外判予外間的顧問公司，以進一步加快造船工作的進度。

(ii) 海事處已採取何種措施和將採取其他什麼措施，以解決招聘新驗船主任遇到的困難，但同時可確保新聘人員具有採購船隻必須的機械知識；以及

答： 為紓緩驗船主任職系人手短缺問題，海事處近年已實施多項權宜措施，以招攬更多驗船主任應徵者。已採取的措施包括按工作經驗給予遞加增薪點、放寬語文能力要求，以及利用較低入職薪點以豁免／放寬應徵者在工作經驗方面的入職條件。此外，海事處聘請退休驗船主任以合約驗船主任形式在新船組協助處理相關工作，以及直接招聘高級驗船主任。

在中期和長期措施方面，公務員薪俸及服務條件常務委員會已完成海事處2個專業職系（即驗船主任職系和海事主任職系）的職系架構檢討，並於2017年10月31日向行政長官提交報告書。立法會公務員及資助機構員工事務委員會

於2017年12月22日舉行的會議上曾討論報告書的建議，委員對建議表示支持。海事處希望可盡快落實有關建議，從根本上解決驗船主任職系的人手短缺和接任問題。

(iii) 已採取何種措施和將採取什麼其他措施，以挽留富經驗的驗船主任和重新聘用退休驗船主任，包括在何種情況下以非公務員合約僱員或公務員形式重新聘用退休驗船主任在海事處工作，以及所有該等重聘項目的服務條件；

答： 為使驗船主任職系的經驗得以承傳，海事處以非公務員合約僱員形式聘用驗船主任職系的退休人員。政府於2015年11月推出退休後服務合約計劃後，海事處以退休後服務合約僱員形式聘用驗船主任職系的退休人員。聘用退休驗船主任須符合的情況和有關聘用的服務條件，與相關公務員通告就有關計劃所訂目的和指引相符。海事處亦歡迎於2017年6月推出有關公務員在達到退休年齡後繼續受僱（“繼續受僱”）的政策。在2018年召開驗船主任職系晉升選拔委員會後，海事處會循適當程序考慮是否有需要實施繼續受僱計劃，如認為有需要便會邀請合資格人員申請有關計劃，以挽留海事處富經驗的驗船主任職系人員。

(k) 根據《審計報告》第2.23段有關為處理積壓的船隻採購項目而推行的措施，運輸及房屋局（運房局）於2013年10月批准撥款3,544萬元予海事處，用以在2014-15至2016-17年度聘用顧問，管理10個採購合共26艘船隻的項目。就此，請說明新船組和顧問在採購過程的不同階段，特別是在招標和批出合約的階段（請參閱《審計報告》第1.7段），在管理該等採購項目上的分工；

答： 顧問服務涵蓋在造船合約批出之前進行概念設計和擬備技術規格，以及在造船合約批出之後提供項目管理服務。

在造船合約批出之前聘用的顧問受新船組監督，負責安排與持份者（包括新船組、用戶部門、設備供應商等）舉行會議，以擬備船隻概念設計、進行可行性研究，以及擬備船隻設計和技術規格。新船組除了監察顧問的工作外，亦負責就造船合約擬備招標文件、進行招標和審批標書。

在造船合約批出之後聘用的顧問同樣受新船組監督，該等顧問負責的項目管理工作包括監察進度、檢視已核准的圖則、監督船隻建造、船塢試航和設備運行測試，以及海上試航和船隻交付。新船組除了監察顧問的工作外，亦負責確定項目里程碑是否已完成和安排付款、船隻驗收等。

(l) 海事處新船組或其他組別負責擬備／審查船隻採購項目招標文件的人員所屬職系為何；

答： 海事處新船組的驗船主任職系人員負責擬備／審查船隻採購項目招標文件。

(m) 就《審計報告》第2.23和2.24段，請提供外判項目管理工作進度緩慢的原因；

答： 海事處於2013年10月向運房局取得撥款，用以在2014-15至2016-17年度聘用顧問管理10個船隻採購項目，藉此紓緩新船組人手短缺的情況。就近期的船隻採購項目而言，海事處為船隻採購項目徵求撥款時，已把項目管理費用計算在內。在外判項目管理工作的最新進度方面，海事處於2014、2015、2016和2017年分別委聘1、2、2及9項[5]顧問服務。這清楚顯示儘管最初的外判工作進度緩慢，但在汲取了外判經驗後，近年情況已顯著改善。

藉外判造船項目管理工作協助紓緩海事處的人手短缺情況，在當時而言屬海事處的新領域工作，因此，海事處需時確定有關顧問服務的市場反應、仔細考慮顧問和新船組人員之間的分工，以及就外判擬備相關顧問工作簡介和甄選文件。這解釋了為何最初的外判工作進度緩慢。

憑藉從最初數份外判合約中汲取的經驗，海事處對市場反應有更深了解，亦為顧問甄選過程制定了所需文件。此外，由於顧問可在招標前的階段協助擬備船隻的概念設計和技術規格，以及／或在標書批予承辦商後協助管理造船工作，聘用外間顧問亦須作仔細規劃，以配合船隻採購周期。儘管如此，隨着人手短缺的情況有所改善，積壓的採購項目獲逐步處理，預計日後可減少委聘顧問服務。

[5] 包括 3 項正在評估的顧問服務招標。

(n) 根據《審計報告》第2.28及2.29段，由於兩個船隻採購項目的招標文件在招標後被發現內容有差異，以致其中一個項目被延遲1年。請說明招標文件內容有差異的成因，以及將採取何種措施以免同類問題再次發生；

答： 招標文件內容有差異，是因負責擬備有關招標文件的新船組人員疏忽導致人為錯誤所致。由於取得額外人力資源以加快船隻採購工作，新船組已成立兩支採購小組。該兩支小組會複查和核實彼此的工作，加強檢查招標文件，以免同類問題再次發生。

(o) 根據《審計報告》第2.33至2.35段，在2015年2月至2016年2月的保養期內及／或之後1年，有2艘新船機械故障頻生，導致船隻分別停用196天和125.5天。請說明：

(i) 截至2017年8月仍沒有就該2艘新船停用時間過長一事進行檢討的原因；

答： 截至2017年11月，海事處已率先要求承辦商糾正所發現的問題，敦促承辦商免費確保其修理項目能運作暢順，並對承辦商採取懲罰措施（詳見下文(v)）。海事處已就事件展開檢討。

(ii) 在2017年3月後，該2艘船隻曾否再次出現任何與雷達、航行燈及警報器有關的問題或其他新問題，以及在2017年3月後該2艘船隻的停用時間；

答： 承辦商在2017年3月糾正有關問題後，只在2017年7月25日在其中1艘船隻上的警報器出現1次問題。製造商已調整警報訊號板，把系統回復正常。由於船隻運作不受影響，因此並沒有涉及停用時間。

(iii) 為預防日後同類問題再現所採取的措施；

答： 為避免日後同類問題再現，海事處已採取以下措施：

- 縮短等候零件的時間－海事處已在新的造船合約中包含提供主要零件的條款，改善主要零件的供應情況，務求縮短等候零件的時間。此外，海事處亦就船隻主要零件的存貨作定期檢討，以考慮相關零件的使用趨勢，從而確保有效應付維修需要；

- 改善內部工作的協調－海事處已加強新船組對船隻建造工程的監察，並已擬定清單，以確保在進行造船階段的檢驗和驗收船隻時，清單上所有必需的項目狀況理想。由項目驗船主任和技術人員組成的特別小組已經成立，負責處理船隻在保養期內的事宜；以及

- 紓緩人手短缺的情況－海事處已聘用顧問於船廠監督造船工程，以確保船隻設計、工藝和建造的質素，務求紓緩新船組人手短缺的情況。

(iv) 保養期後，相關修理費用是否由有關承辦商承擔；以及

答： 鑑於有關船隻機械故障頻生，保養期在原定12個月的期限屆滿後延長了3個月。海事處其後與承辦商達成共識，承辦商須加強監察某些重要維修項目的狀況，而且在已延長的保養期後仍須承擔這些項目的修理費用。

(v) 是否對有關承辦商採取懲罰措施，例如在其日後提交的標書中扣分或禁止有關承辦商日後提交任何標書；

答： 海事處已對有關承辦商採取以下懲罰措施：

(a) 發電機組的保養期在原定12個月的期限屆滿後延長了3個月。根據合約條件第18.3條（保養服務），承辦商須在整段保養期內向政府免費提供保養服務。因此，承辦商須承擔在延長的保養期內產生的費用。

(b) 政府保留了分期付款金額的一部分（5%）作保證金。其後，根據合約條件第22.5條和附表3，在所有保養項目已獲糾正後，整筆保證金已於最近發還。

(c) 海事處已向有關承辦商發出警告信，重申招標文件的相關條文訂明政府可在日後批出標書時行使其權力。鑑於該2艘船隻在保養期內機械故障頻生，根據招標條件第27條（監察承辦商表現），政府已提醒承辦商會監察其後的服務表現，倘承辦商日後再度投標，則政府在評審其標書時，會考慮有關的服務表現。

政府船隻的維修

(p) 就《審計報告》第3.3段，請告知將採取何種措施改善船隻可使用率下降的情況；

答： 海事處採取的措施包括：

- 在維修組設立船隻檢查專責小組，安排到用戶部門的船隊基地進行檢查和維修；

- 維修組、物料服務組和負責船隻維修統籌與海上試航等工作的小組每周舉行會議規劃維修工作，盡早準備零件和協調船塢維修設施的使用，以縮短等候零件和等候使用船塢維修設施的時間；以及

- 研究優化政府船隊資訊系統的可行性，以期讓海事處可分析零件過往消耗走勢，從而可預早訂購所需零件，縮短等候零件的時間。

(q) 根據《審計報告》第3.8段，4類主要船隻的總停用時間在2012至2016年間增加了24.6%，每艘船隻的平均停用時間由2012年的36天增至2016年的44天。根據《審計報告》第3.9段，海事處表示，停用時間增加的主因是政府船隻老化問題，而為抵消船隻老化所造成的影響（例如保持航行速度等），須加強預防性保養，並因而導致額外停用時間。就此，請說明維修使用年限屆滿後繼續服役的船隻是否具有成本效益；

答： 考慮到所需的額外維修費用和增加的停用時間，從衡工量值的角度而言，維修預計使用年限屆滿後繼續服役的船隻未必理想。不過，鑑於政府船隻的老化問題，海事處為預計使用年限屆滿後繼續服役的船隻爭取額外資源，提供更周全的預防性保養，以確保船隻可安全運作，實屬負責任之舉。

(r) 就《審計報告》第3.13段個案三，海事處就香港警務處1艘高速船浸水個案擬備的初步調查報告的副本，以及為防止類似問題再次發生所採取的行動；

答： 海事處在完成初步調查報告後，於2017年9月27日指示海事處的維修督察為同類船隻進行類似檢查，包括對在進行預防性保養時使用的維修物料進行檢查。海事處擬備的初步調查報告載於**附錄J**。

(s) 就《審計報告》第3.17和3.18段，海事處將採取什麼措施以加強船隻維修服務採購工作的競爭性；及

答： 海事處一直致力加強船隻維修服務採購工作的競爭性。自2017年年初開始，海事處已推行多項加強競爭性的措施，例如自2017年年初起已有共計20份定期維修合約的合約年期由1年增至2年。到目前為止，在共計33份定期服務合約中，已有26份定為2年期合約。餘下7份定期服務合約，海事處亦會考慮把合約期由1年或18個月增至2年。

此外，海事處在考慮市場的承受能力和對小型企業的影響後，已採取盡可能把同類維修服務合約合併的招標策略，以加強合約對競投者的吸引力。

(t) 根據《審計報告》第4.17段，海事處在2016年委聘顧問，就有關政府船塢現代化的可行性研究展開前期研究。請提供該研究的範圍、進度和預計完成日期。

答： 機電工程署協助海事處進行政府船塢現代化可行性研究的前期研究。前期研究的範圍涵蓋檢討政府船塢的整體運作和相應裝置，包括設備、設施、場地設計、支援和運作方法，以期為進一步的可行性研究提供建議和給予方向。前期研究的最終報告會就可供選擇的運作技術和方法、設施、維修支援、處理和存放船隻的安排、零件設備，以及其他物料和技術作出建議，以供進行進一步的可行性研究。

前期研究已進入最後階段，預計可於2018年3月完成。在現時的研究完成後，政府會着手進行可行性研究。

List of Appendices

Appendix A: **The Government Fleet Division Circular No. 10/2008**

Appendix B: **MD038, a Minor Mechanised Vessel Type Vessel – Maintenance Log, (from 1 Jan 2012 to 30 Nov 2017)**
MD059, a Major Mechanised Vessel Type Vessel - Maintenance Log, (from 1 Dec 2016 to 30 Nov 2017)

Appendix C: **MP08, a High-Speed Craft (Medium Type) - Maintenance Log, (from 1 Jan 2016 to 31 Dec 2016)**

Appendix D: **Extracts of the Audit Report No.67 Chapter 3**

Appendix E: **Correspondences with Department of Justice (Restricted to PAC Members Only)**

Appendix F: **Correspondences with Financial Services and the Treasury Bureau and Government Logistics Department**

Appendix G: **Stores and Procurement Regulations (SPR) 370 (Evaluation of Tenders)**

Appendix H: **Extracts of MD Shipbuilding Tender No. 2/2017 - Tender Evaluation**

Appendix I: **Extracts of MD Shipbuilding Tender No. 3/2015 - Tender Evaluation**

Appendix J: **Initial Investigation Report for Case 3 (redacted version)**

**委員會秘書附註：* *本文件只備英文本。*
只在此隨附一份維修日誌樣本。
附錄 D 至附錄 F 並無在此隨附。

Ref.: MDGFGR 1-125/3 (1)

GOVERNMENT FLEET DIVISION CIRCULAR NO. 10 / 2008

To: All Staff of Government Fleet Division

Rolling Plan of 5 Years on New or Replacement of Government Vessels

Government Fleet Division (GFD) is responsible for maintaining the efficient marine transport services for all Government departments. Hence, GFD would routinely examine the cost-effectiveness of existing Government fleet (GF), plan ahead for their replacement with new vessels and also liaise with GF user departments (Note 1) on any of their new requirements.

2. Under the role of SCOGC, Section Heads of GFD would meet routinely to review the "**Government Fleet Replacement Projection Plan for 10 Years**" with the purpose to identify any existing vessel within three to five years from the end of its expected lifespan due for replacement. On the other hand, if GF user departments find out the need with justifications for acquiring new vessels for their operation, they could also seek assistance of GFD. A "**Rolling Plan of 5 Years on New or Replacement of Government Vessels"** will be compiled by concerned sections for submission to SCOGC yearly in April or May for consideration and being updated as required.

3. In general, Maintenance Section (MS) is tasked to advise concerned GF user departments regarding the proposal on vessel(s) replacement plan based on the information from "Condition Assessment Report" of the existing vessel(s). Once the user department has decided to pursue replacement plan as suggested by MS, Government New Construction Section (GNCS) will be contacted. GNCS will then advise GF user departments on the issues of feasibility study of replacement vessel or a series of vessels or new vessels.

4. The procedures of procurement of new vessels, whether for additional needs or replacement purpose of a GF user department, are elaborated in the following.

Note 1 "GF User-department" means user-department of Government fleet or GFD maintenance programme as well as the owner-department (on behalf of the Government of HKSAR) of Government vessel(s) for which the funding for procurement of new vessel(s) and their maintenance expenditure were justified and obtained by the concerned department.

*委員會秘書附註：本文件只備英文本。

4.1. Replacement of an Existing Government Vessel

(A) Preferably, two years (usually not more than three years) before the expected life-span of an existing Government vessel is due, condition assessment report of the concerned vessel would be compiled by Maintenance Section (MS) which includes the following information:-

(a) Assess the physical condition of the concerned vessel (hull, machinery and electrical conditions) with comments of possible shortcomings and recommendations for any rectification required for safe operation in its remaining lifespan;

(b) Evaluate the average annual maintenance cost/expenditure of the existing vessel (to adopt last 4 years average) from information extracted from the GFIS system – These figures will be used for projecting the adequate average annual maintenance cost of the vessels for the remaining 2 to 3 years' operating life in comparison with the baseline budget vote. For proper control of expenditure of an existing vessel planned for phased out, such average annual expenditure is normally reducing towards its full lifespan for reason of keeping it at a reasonable minimum level as far as practicable.

(c) Estimate the average annual maintenance cost/expenditure for the new vessel to cover its projected lifespan – it is required to evaluate the average annual maintenance cost/expenditure of the existing vessel being replaced covering its full lifespan, including the projected expenditure for operation till the remaining operation of 2 to 3 years indicated in above paragraph. **This average annual maintenance cost/expenditure (the mean value) denoted as X is defined as the total cost/expenditure (Note II) of the vessel for full lifespan divided by number of years of its lifespan.**

(d) The following scenarios should be derived and closely examined:-

(i) For situation no BLOCK VOTE non-recurrent cost has been used, the total lifespan expenditure (actual or projected) of the existing vessel minus its agreed annual maintenance expenditure budget assigned at new-building stage would be the amount of overspending (i.e under budgeted) if it is positive or vice-versa.

Note II *Currently, about 10 years cost/expenditure of each vessel is available from the GFIS system which can be used for projecting its cost/expenditure covering full lifespan (i.e. 8, 15 or 20 years' lifespan for hull material of rubber/plastic, GRP/ aluminum or steel respectively). The total cost/expenditure must be presented in two parts, one part expenditure is from the baseline recurrence cost and the other part is from BLOCK VOTE non-recurrent cost (if any) to test scenarios as indicated at sub-paragraph (d) below.*

(ii) For situation BLOCK VOTE non-recurrent cost has been used, the total lifespan expenditure of the existing vessel minus its block vote non-recurrent cost and also minus its agreed maintenance expenditure budget assigned at new-building stage would be the amount of over-spending (i.e. under-budgeted) for the existing vessel if it is positive or vice-versa.

(iii) For the average of annual maintenance budget of the new vessel (*X*), the amount *X* to be adopted would be the average annual maintenance cost/ expenditure of the existing vessel covering its full lifespan as explained in para. 4(A)(c) above *plus any topping up adjustment for any extra item or variation of design or inflation where justifiable*.

(e) For any surplus of maintenance budget or amount over-budgeted from the baseline vote of the existing vessel, we should make sure no BLOCK VOTE non-recurrent cost/expenditure amount to be surrendered as saving for the new building replacement.

(f) Estimates of fuel and luboil consumption and expenditure are to be made for the new vessels with reference to expenditures and budget amount of the existing vessel by FOS/ ASS/ GF user department, as appropriate.

The above costing evaluation must be consulted with and vetted/endorsed by Accounts Services Section (ASS) before finalized and reported.

(B) MS would inform the concerned GF user department through a Memo (with cc copy to GNCS) enclosing with "Proposal on Vessel(s) Replacement of an existing vessel or a series of existing vessel(s)" including information of the above condition assessment report and urge for their follow up action on their intention and decision to either :-

(a) seek replacement; or

(b) outsource the service without replacement; or

(c) dispose the aging vessel at an agreed date without replacement. GNCS will follow up action in liaison with GF user department, such as preparing feasibility study, funding arrangement, project specification, tendering of contract and awarding contract, building new vessel and inspection/testing and delivery as per procedure (procedural flow chart) approved by FSTB.

4.2. New Vessel

GF user departments will be required to submit full justifications for acquiring new vessel(s) for their operational needs to GNCS with the support endorsement of their respective

Bureau. GNCS will follow up necessary action in liaison with GF user department on the intended procurement of new vessels. MS is required to give a near-estimate for the average annual maintenance cost/expenditure as baseline budget (the mean value) for the new vessel by making reference to the expenditure/cost of a similar class/type of an existing vessel with appropriate adjustment and justification. Similarly, FOS/ASS/GF user department, as appropriate, will be required to prepare estimate of fuel and luboil consumption and expenditure. GNCS will base on these figures to advise user department for appropriate funding arrangement.

4.3 Register an Existing Vessel from unknown source or direct purchase requested by a User Department

On occasions, a user department may request GFD to register an existing vessel from unknown source or direct purchase. GFD would have to request the user department to provide necessary builder information and building specification, safety and inspection document of the concerned vessel. All these documentary evidence should have satisfied comparable standards for a local vessel as required under local legislation for the purpose of a working barge, pontoon, work boat or a passenger launch appropriate to the number of carrying capacity for working crew or passengers. In addition, documentary evidence of approval (from directorate officer of concerned department) of usage, operational profile and funding for the recurrent maintenance cost of the concerned vessel from relevant department and bureau are to be submitted to SCOGC for consideration and approval. User department must be notified the necessary of inspection of the vessel in the dockyard prior to registration formality to confirm safety requirements are met and decide whether initial maintenance programme is required for the vessel before it is recommended fit for commissioning and registration.

5. As a general guidance, the range of the percentage of average annual maintenance budget cost (usually expressed as a percentage of the vessel's asset cost) for a new or replacement vessel would be :-

(a) around 2 ~ 4 % for inflatable, dinghies, LCSD's craft largely non-mechanized craft (INFL, DING and LCSN classes) at 24 months RO interval;

(b) around 4 ~ 8 % for steel lighters (LGTR class) at 18 ~ 24 months RO interval;

(c) around 5 ~ 12 % for mechanized vessels (MINF, LCSM, MIMC and MECV classes) of rubber/plastic, GRP, aluminum or steel hull at 12 ~ 24 months RO interval;

(d) around 7 ~ 14 % for high speed craft (HSCL and HSCM classes) of GRP or aluminum hull at 12~ 24 months RO interval;

and the above percentages are varying/depending on the parameters such as vessel's size, propulsion power, any peculiar type of propulsion engine(s) fitted, sophistication, its operating profile (i.e. daily running hours of prolusion system and shift arrangement (daily on-duty hours) and RO maintenance interval/period. In future when experience is gained, we may systematically compute or estimate the percentage figure based on these parameters.

6. Concerned Section Heads of GFD are required to make progress report on subject issue in the routine SCOGC meetings so that rolling plan could be updated annually or as required.

(Michael K F LEE)
General Manager, Government Dockyard

Date: 28 May 2008

c.c. File ref.: MDGRGF 1-50/ 4 (1)

維修日誌的樣本

AC001 (A) (06/98)

Government Dockyard - Marine Department
Job Sheet (Audit)

13-Dec-2017 08:43:01
Page 1 of 1

Vessel / GD Equipment : MD059 MD Launch MD59
Work Order Number : 390790
Job Type : RUNN Running Repair (RU)
Nature : MA Maintenance (PM / RU)
GF220 No. : ME003502

Extra / Task :
Team / MRC : T3 Team 3 - Dir. Vsl. Maint. (S/H 120 & 121)
Requester : T3-EI CHENG Kwok-kei

Contractor Code : KWONG SANG
Currency : HKD
Total Cost : 769.00

Workshop :
Tender / Quotation No : TG001017
P. O. Number : 310483

Activity	Trade	Trade Desc	Cost Code/ Chargable		Warrant No/ User Code	Activity Amount
10	ELEC	Electrical (EL)	JO	B34695001	B346950016603	$ 769.00

1) Section / Part : C

Section / Part Description :

Miscellaneous Electrical Repair Items

Item No : C9

Item Description :

Miscellaneous Electrical Repair Items

Job Description :

Check and repair the starting circuit c/w fuel solenoid, battery switch and cables for one auxiliary engine. Renew the defective items and re-insulate the cables as found.

Fix Rate : $ 769.00 **x Qty :** 1.00 **=** $ 769.00

Refer A&C Form No. : 7929

***** End of Job Sheet *****

	Name	Date
Requester	CHENG Kwok-kei	30-Oct-2017
Recommended by	CHENG Kwok-kei	30-Oct-2017
Confirmed Recommend By	CHENG Kwok-kei	30-Oct-2017
Approved by	LEE Kin-chung (DO/H)	30-Oct-2017

CONDITIONS (Applicable to contract job only)
1. This work is genuinely urgent. 2. This work is required to be undertaken by MD Approved Contractors. 3. This price as quoted by MD Approved Contractor, is considered fair and reasonable. I certify that the above conditions have been observed.

CERTIFICATION (For Official use)
Certified that the services have been carried out to my satisfaction and the material specified on the issue Voucher(s) have been incorporated in this job. Material not required for the job and unserviceable items salvaged from the job have been returned to stores on Return Vouchers(s). Payment is in order.

Completion		14-Nov-2017
Labour Completed by	T3-EI	14-Nov-2017
Certified for Payment	T3-DO/H	14-Nov-2017
Completed (Overall) by	SCHEDULER	14-Nov-2017

For Contractor Jobs:
Original - To be attached to Contractor invoice.
Duplicate - Retained in vessel's maintenance file.
Triplicate - Retained in file for auditing purpose.

For Workshop Jobs:
Original -Retained in vessel's maintenance file.
Duplicate -Retained in file for auditing purpose.

Electronic Form - No Signature Required

**委員會秘書附註：本文件只備英文本。*

EVALUATION OF TENDERS

370. (a) Tender evaluation should normally be conducted by a TAP consisting of not less than two persons. To safeguard the integrity of government procurement exercises, the TAP should comprise only government officials. Departments should ensure that only properly qualified persons are appointed to assess technical submissions in their tender exercises. Where practicable, tender documents should be drawn up to allow assessment to be made without the TAP knowing the identity of the tenderers. For works tenders, departments should also follow the guidelines laid down in the relevant DEVB TC(W) currently in force issued by the DEVB.

(b) The TAP shall examine tenders against the technical specifications, essential requirements, terms and conditions laid down in the notices of tender invitations and tender documents to determine whether they are fully conforming. In recommending a tender for acceptance, the department should also take into account the following in the evaluation, as appropriate —

(i) technical and financial capability of the tenderers and their past performance records. For works contracts, the guidelines laid down in the relevant DEVB TC(W) currently in force issued by the DEVB shall be followed. For service contracts of a value exceeding $15 million, or contracts for supply of stores which require also the provision of services of a value exceeding $15 million, financial vetting shall be conducted of a tenderer who is being considered for the award of the contract in order to ensure that the tenderer is financially capable of fulfilling the contract requirements (see Appendix III(H));

(ii) timely delivery or completion;

(iii) compatibility with existing or planned purchases;

(iv) after sale support and service including maintenance and spare parts provision, warranty and/or guarantees;

(v) running and maintenance costs; and

(vi) fair market prices.

Requirements (ii)-(iv), where applicable, should be included in the tender specifications. In respect of requirement (v), departments should ask tenderers to provide an estimate of running and maintenance costs for the equipment or system supplied to enable a fair price comparison to be made.

*委員會秘書附註：本文件只備英文本。

(c) Where prior approval has been given for the use of a marking scheme in the evaluation of tenders, TAPs shall assess the tenders according to the criteria previously endorsed by the relevant tender board or DTC. To avoid any undue influence, members of TAPs are encouraged to score the tenders individually in accordance with the marking scheme. Normally, the tender which attains the passing marks (if any) and the highest overall score under the marking scheme should be recommended. The methods for evaluating technical and price proposals are set out at Appendix III(G).

(d) In normal circumstances, departments shall determine the ranking of the tenders received according to the original tender prices or the adjusted tender prices made in accordance with SPR 365(i), or the overall scores they have attained when a marking scheme is used in tender evaluation. Where price negotiations are undertaken under SPR 385, departments shall use the negotiated prices to determine the ranking of the tenders or their price scores. Departments may only consider other proposals on discounts by a tenderer if his tender is recommended for acceptance.

(e) Any negotiation with a tenderer shall be undertaken in accordance with SPR 385. Such negotiations may also be used to seek resolution of any qualification or counterproposal put forward by a tenderer and if the qualification seeks to reduce the tenderer's risk or to construct payment terms which are more to his advantage, departments should seek a corresponding adjustment in the tender price before formally recommending the tender for acceptance.

(f) In recommending the acceptance of a tender to a tender board or DTC, departments shall have value for money in mind. If the tendered sums are very close or if the contract to be awarded involves payments over a number of years, e.g. interim payments to the contractor, the department shall compare the tenders by discounting future payments to obtain the present value. The present value of the tendered sum should prevail in determining the ranking of tenders. In assessing the present values of tenders, departments may approach the Management Accounting Division (MA Division) of Financial Services and the Treasury Bureau (The Treasury Branch) (FSTB) for advice.

(g) If none of the tenders received is fully conforming with the technical specifications, essential requirements, terms and conditions laid down in the tender document and/or attains the passing marks (if any) of the marking scheme, departments shall cancel the tender exercise (see SPR 380(e)) and re-tender with revised specifications, essential requirements, terms and conditions, where applicable. If exceptionally departments wish to recommend a non-conforming tender, they shall state clearly in the tender report any deviation of the recommended tender from the specifications, essential requirements, terms and conditions laid down in the tender document, the assessment criteria under the marking scheme, and the reasons for so recommending. As a general practice, departments should clear their tender recommendations with the D of J, or in the case of works tenders, LAD(W)/DEVB if they wish to recommend a non-conforming tender. A copy of the relevant legal advice should be attached to the tender report for relevant tender board or DTC's reference.

TENDER REPORTS

375. (a) Departments shall prepare a tender report containing a clear recommendation in the standard format as at Appendix III(I). Tender reports for consideration by the CTB and subsidiary tender boards must be signed or endorsed by the Head of Department concerned or his representative at directorate level. Tender reports for consideration by DTCs should be signed by the chairman of TAP of the procuring department. For submissions to the tender boards, the originals of the tenders received should be submitted together with the tender report to the tender board as follows —

(i) when the ranking of tenders is based on the tendered prices, i.e. no marking scheme is used in tender evaluation —

if the recommended tender is the lowest (highest for revenue contracts), only the three lowest (highest) tenders should be submitted. If the recommended tender is not the lowest (highest for revenue contracts), the lower (higher) tenders, the recommended tender and the next two higher (lower) tenders should be submitted; or

(ii) when the ranking of tenders is based on the overall scores, i.e. a marking scheme is used in tender evaluation —

if the recommended tender is the highest overall scorer, only the tenders of the three highest overall scorers should be submitted. If the recommended tender is not the highest overall scorer, the tenders of the higher scorers, the recommended tender and the tenders of the next two lower overall scorers should be submitted.

Annex A – Tender Evaluation

Without prejudice and in addition to the powers of the Government under the Tender Documents to disqualify a Tenderer, tenders submitted in response to this Invitation to Tender will be evaluated in the following manner:

(a) Price Assessment

(i) The tenders will be checked to identify the Tenderer which has submitted the lowest Total Purchase Price among all Tenderers.

(ii) The Tenderer which has submitted the lowest Total Purchase Price will proceed to the assessment mentioned in Paragraphs (b) and (c) below.

(b) Completeness Check

A completeness check will be conducted by checking whether the Tenderer's tender has been submitted in accordance with the requirements stipulated in the Tender Documents. If a Tenderer fails to submit any of the documents stipulated in Paragraph (a) of Annex B to this Part (Information / Documents to be Submitted for Tender Evaluation) before the Tender Closing Date, its tender **will <u>not</u> be considered further**.

(c) Assessment of Compliance with Essential Requirements

(i) A tender will be checked for its compliance with the Essential Requirements as detailed in the Tender Documents.

(ii) Any tender which fails to meet any of the Essential Requirements (viz., those set out in Annex C to this Part, those identified as such in Part VII and in any other parts of the Tender Documents) **will <u>not</u> be considered further.**

(iii) Besides the Essential Requirements, the Government may also exercise all or any of its rights and powers to not consider a Tenderer's tender further under all or any of the applicable provision of the Tender Documents. Where the Government does so under any such applicable provision, the Tenderer's tender will not be considered further.

Award

The Tenderer which has quoted the lowest Total Purchase Price amongst all Tenderers, and which has passed the assessment mentioned in Paragraphs (b) and (c) above will normally be recommended for acceptance. If the Tenderer has failed the assessment mentioned in Paragraph (b) or (c) above, the next Tenderer who has quoted the lowest Total Purchase Price will undergo the assessment mentioned in Paragraphs (b) and (c) above. This shall be done until a recommended Tenderer is identified (if any).

**<u>委員會秘書附註</u>：本文件只備英文本。*

Annex A – Tender Evaluation

Without prejudice and in addition to the powers of the Government under the Tender Documents to disqualify a Tenderer, tenders submitted in response to this Invitation to Tender will be evaluated in the following manner:

Stage 1 - Price Assessment

1) The tenders will be checked to identify the Tenderer which has submitted the lowest Total Purchase Price among all Tenderers.

2) The Tenderer which has submitted the lowest Total Purchase Price will proceed to Stage 2 and Stage 3.

Stage 2 – Completeness Check for Technical Proposal and Statement of Compliance Check

1) The Tenderer's Technical Proposal will be checked for its completeness as per Annex B to this Part (Checklist for the Completeness of Documents Submitted for Tender Evaluation).

2) In addition, the Tenderer will be checked whether it has confirmed in Schedule 5 compliance with all requirements in Part VII (regardless of whether they are labelled as [E] or not). If the Tenderer has indicated non- compliance with any such requirements, the Tenderer will be disqualified (subject to any clarification which may be made in the manner as mentioned in Clause 5.3 of the Conditions of Tender).

3) Even if the Tenderer has indicated compliance with all requirements in Part VII, the Tenderer may still be disqualified in the manner specified in Clause 17.7 of the Conditions of Tender.

4) If the Tenderer has passed the completeness check as mentioned above, has confirmed compliance with all requirements in Schedule 5 (after all clarification if any), and there is no counter-proposal or other information which could lead to its disqualification under Clause 17.7 of the Conditions of Tender, it will proceed to Stage 3 below. If otherwise, its tender **will not be considered further.**

Stage 3 – Assessment of Compliance with Essential Requirements

1) The Tenderer which has passed Stage 1 will be checked to verify its compliance with all the Essential Requirements (viz., those set out in Annex C to this Part, and those identified as such in Part VII).

2) If the Tenderer fails to meet any of the Essential Requirements, its tender will not be considered further.

Award

1) The Tenderer which has quoted the lowest Total Purchase Price amongst all Tenderers, and which has passed Stages 2 and 3 will be identified as the successful Tenderer and will normally be recommended for acceptance. If the Tenderer has failed Stage 2 or Stage 3, the next Tenderer who has quoted the lowest Total Purchase Price will undergo Stages 2 and 3. This shall be done until a successful Tenderer is identified (if any).

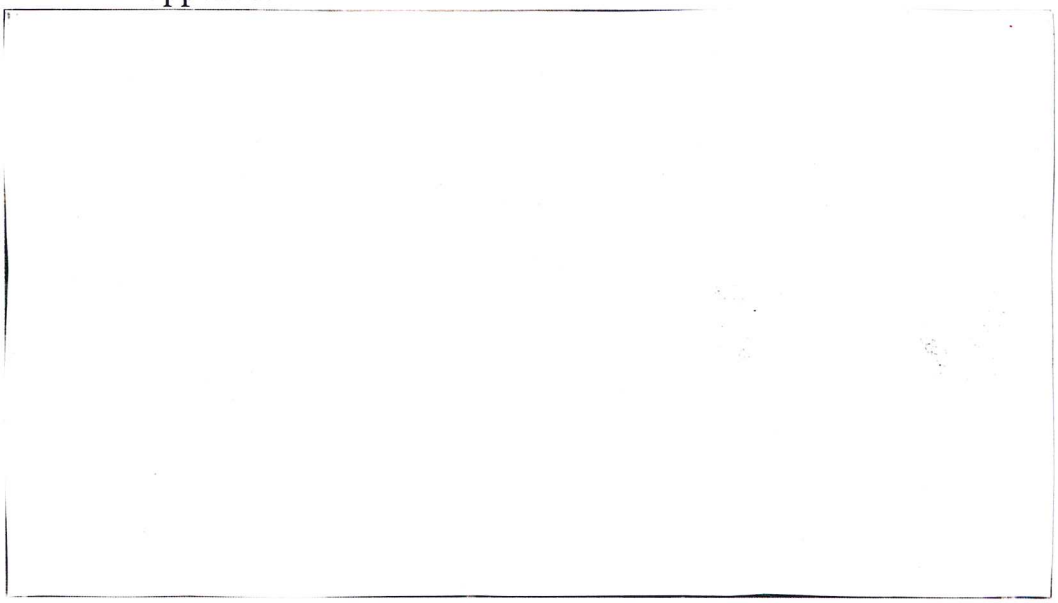
**委員會秘書附註：本文件只備英文本。*

Investigation Report

of Police Vessel Flooding on 30 June 2017

1. Brief of the Accident

On 30 June 2017, the Police vessel ' was found submerged at the aft part at ' base during Police stand-by duties and the case was reported to Maintenance Section (MS) of Government Dockyard (GD). and was later towed back to GD for urgent slipping-on arrangement the same day. The following picture shows the flooded condition of the vessel while the accident happened.



The Accident First Report (Appendix 1) (according to the requirement of GFDC 16/2013) was submitted to GD pending the detailed investigation of the case. The MS subsequently contacted with of Police for following up their submission of the detailed investigation of the accident by email on 20 July 2017 and 8 Sep 2017.

2. Maintenance Background

According to the maintenance record, the vessel had been arranged for Preventive Service in GD during 27 Mar 2017 to 2 May 2017, where both engines were removed out for servicing, outdrives were dismantled for repair and hull & fenders were maintained as required, etc. All the items on the vessel inspection check-list (Appendix 2) were checked,

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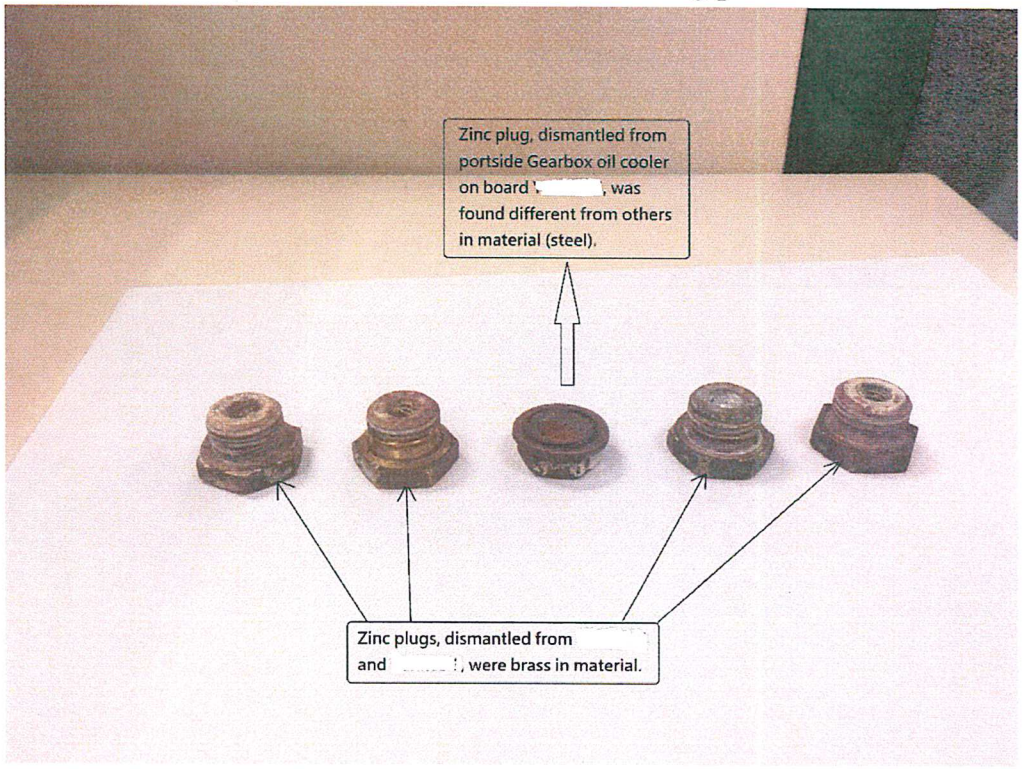
inspected and / or function tested in order, including the engine room bilge pumps, level sensors and control systems, etc. prior to returning her to for operation.

3. Analysis on the Root Cause for Water Ingress

After the vessel returned to GD, detailed check and inspection on board the vessel was carried out. It was believed that the failure of the zinc plug of oil cooler of the starboard side propulsion gearbox contributed to the water ingress in the engine compartment due to heavy corrosion. As the failed plug , the MS had to check the same plug of oil cooler of the port side propulsion gearbox of and compared it with the plugs of her sister vessels, i.e. and , as shown in following picture.



4. Preventive measures

From the above case review, it was concluded that the same or similar plugs on oil coolers of gearboxes on board all concerned government vessels should be specified and included in the maintenance specification (including material requirement) as well as the chemical cleaning and hydraulic test for the tube stacks of the oil cooler from now onwards as a preventive measures.

5. Engine Room Bilge System

The engine compartment of was equipped with two bilge switches (the primary bilge switch and secondary bilge switch), electrical bilge pump and hand bilge pump. The primary bilge switch would automatically activate the electrical bilge pump to pump out the bilge water in the engine compartment if the switch detects the bilge water level and the electrical bilge pump is on 'AUTO' mode. Certainly, the electrical bilge pump can also be operated manually when the vessel operator deems necessary. The secondary bilge switch will activate the alarm with light and sound when the bilge water level in engine compartment gets higher. Appendix 3 and Appendix 4 are the illustration and diagram of the bilge system in engine compartment on board for easy reference.

6. Old Parts Function Test

To investigate whether the bilge switch, bilge pump and the bilge light and sound alarms could be a cause to the flooding of , and as a preventive measure on her sister vessels if deem necessary. On 7 September 2017, MS conducted a function test on the two bilge switches, and the electrical bilge pump which were removed from during the subsequent recovery repair of the vessel in GD, by connecting them to the vessel's electrical cable and control panel. The attached video attached below shows that both the bilge switches and electrical bilge pump were in normal working condition. Meanwhile, the engine compartment bilge alarm, i.e. sound and light, were automatically activated during the test where the water level was detected by the secondary bilge switch.

VID_20170907_170528.mp4

Maintenance Section
Government Dockyard
Marine Department
12 September 2017

BY HAND

ACCIDENT FIRST REPORT (意外報告)

To be first report of accident to, or damage caused by any Government vessel To be treated as URGENT and rendered as soon as possible after the accident and within 24 hours.
(此意外報告須於意外發生二十四小時內填寫)

From	:	Commissioner of Police	To	:	Director of Marine
Ref.	:			:	
Tel.	:		Fax	:	
Fax	:		c.c.	:	
Date	:	2017-07-05		:	

Part I Particular of Accident

1 Time and date of accident (意外發生時間及日期) — 0645 hours on 2017-06-30

2 Position (位置)

3 Name of Government Vessel(s) involved (有關船隻名稱)

4 Name and service number of Government Vessel's Coxswain (船長名字和編號)

5 Name of any witness(es) (現場目擊者名字) — N/A

6 Estimate damage of Government Vessel(s) (現場政府船隻損毀情況) — Ingress of water into engine, steering battery and cockpit compartments.

7 Estimate damage of Government Vessel(s) (其他船隻或物品損毀情況) — N/A

8 Casualty (傷亡) — None

9 Brief report of Accident with sketch plan (意外簡報附位置圖)

On 2017-06-30 at 0645 hours craft were engaged in operational stand by duties. The craft in a high state of readiness were ready to be deployed to support the operation. was lying alongside when at 0645 hours she was found to have sustained serious flooding of the engine, battery, steering and cockpit compartments with the stern of the craft submerged. Actions were immediately initiated to pump out water from the flooded compartments of . When the water had been expelled was towed back to GD arriving at 1050 hours awaiting inspection from the Mechanical Inspectors of the Maintenance Section.

10	Weather Condition at time of Accident (事發時的天氣情況)	Wind South force 1-2, Visibility 10-15km Clear skies with a few showers, 28°C

Signature (簽署) : _____
Date (日期) : 2017-07-05

Rank and Name (姓名和職級) : _____
Section / Department (組別 / 部門) : Hong Kong Police

Part II Brief Report of Investigation

Craft were standing by at the in a state of immediate readiness for a security operation . was found to be flooded in a semi submerged condition at 0645 hours on 2017-06-30 whilst berthed at Base. The cause of the flooding remains to be investigated but water ingressed into the boat engine, battery, steering and cockpit compartments causing the stern of to be partially submerged.

The flooded compartments of were then pumped out. was towed back to the Government Dockyard at 1050 hours to be hoisted up and inspected for the cause of the flooding.

Signature : _____ Name : _____

Date : 2017-07-05 Post : _____

Section / Department : Hong Kong Police

Part III Comments by Section / Unit Head

The craft are ageing vessels in use since 2004. It was fortunate that the water ingress was spotted before the had taken on more water, which would have resulted in her sinking completely. The causes of the flooding of are unknown and will need to be investigated. As the Boat fleet reaches the end of its operational life it is essential that all inspections and routine maintenance are carefully conducted to ensure the watertight integrity of the vessels are maintained in order for the to remain viable.

Signature : _____ Name : _____

Date : 2017-07-05 Post : _____

Section / Department : Hong Kong Police

Government Fleet Division - Government Dockyard

Vessel Name: User Department:

Last Inspection: **6 Jan 2016** Date of Inspection: **27 March to 2 May 2017**

	Duration : 12 Months	Yes	Inspected by
A	**Hull and Deck Fittings**		
1.	Hull External Inspection	☑	
2.	Hull Internal Inspection (including void space whenever readily accessible)	☑	
3.	Coating on Hull and Decks (External)	☑	
4.	Closing Appliances on Deck	☑	
5.	Bilge Piping	☑	
6.	Fendering System	☑	
7.	Watertight Bulkhead Visual Inspection (whenever readily accessible without removal of obstructions)	☑	
B	**Machinery Installation**		
1.	Main Engines Servicing (i.e. ~~according to manufacturer's manual)~~ Remove for engine check servicing and refit.	☑	
2.	Engine Exhaust Piping System	☑	
3.	Fuel Oil Delivery and Piping System(s)	☑	
4.	Filter cartridges / Elements	☑	
5.	Heat-exchangers and after coolers (open-up) as mentioned in above B.1.	☑	
6.	Analysis Engine L.O. sample	☑	
7.	Engine mountings and vibration dampers	☑	

8.	Gearboxes Servicing (change oil & clean filter; where tube stack of oil coolers cleaned / hyd. test for leak)	☑	
9.	Bilge Hand Pump	☑	
10.	Portable Fire Extinguishers serviced by MFTR	☑	
11.	Outdrives Servicing (for)	☑	
12.	Tailshafts and Propellers (for)	☑	
13.	Rudders and Rudder Stocks	☑	
14.	Fire Smothering System of Engine Room CO_2 Bottle examination by Wai Hong; control linkages & gas pipe by "WC"	☑	
15.	Sea Water piping system, including Valve, Strainer and Piping of ~~Auxiliary~~ Engines Propulsion.	☑	
16.	Steering System verified in sea trial dd. 2/5/17	☑	
17.	Watertight Bulkhead Visual Inspection (whenever readily accessible without removal of obstructions) for penetration pieces of mech. means/etc.	☑	
C	**Electrical Installation**		
1.	Navigation Lights and Sound System	☑	
2.	Insulation Test of Electrical Circuits	☑	
3.	Meters on Main Switch Board	☑	
4.	Main Engine Control System	☑	
5.	Ventilation Fans and Control System	☑	
6.	Bilge Pumps, Level Sensors and Control System	☑	
7.	Gearboxes Control System	☑	
8.	Fire Alarm Test	☑	

9.	Remove batteries from vessel to check condition and re-install on board.	☑	
10.	Watertight Bulkhead Visual Inspection (whenever readily accessible without removal of obstructions)	☑	

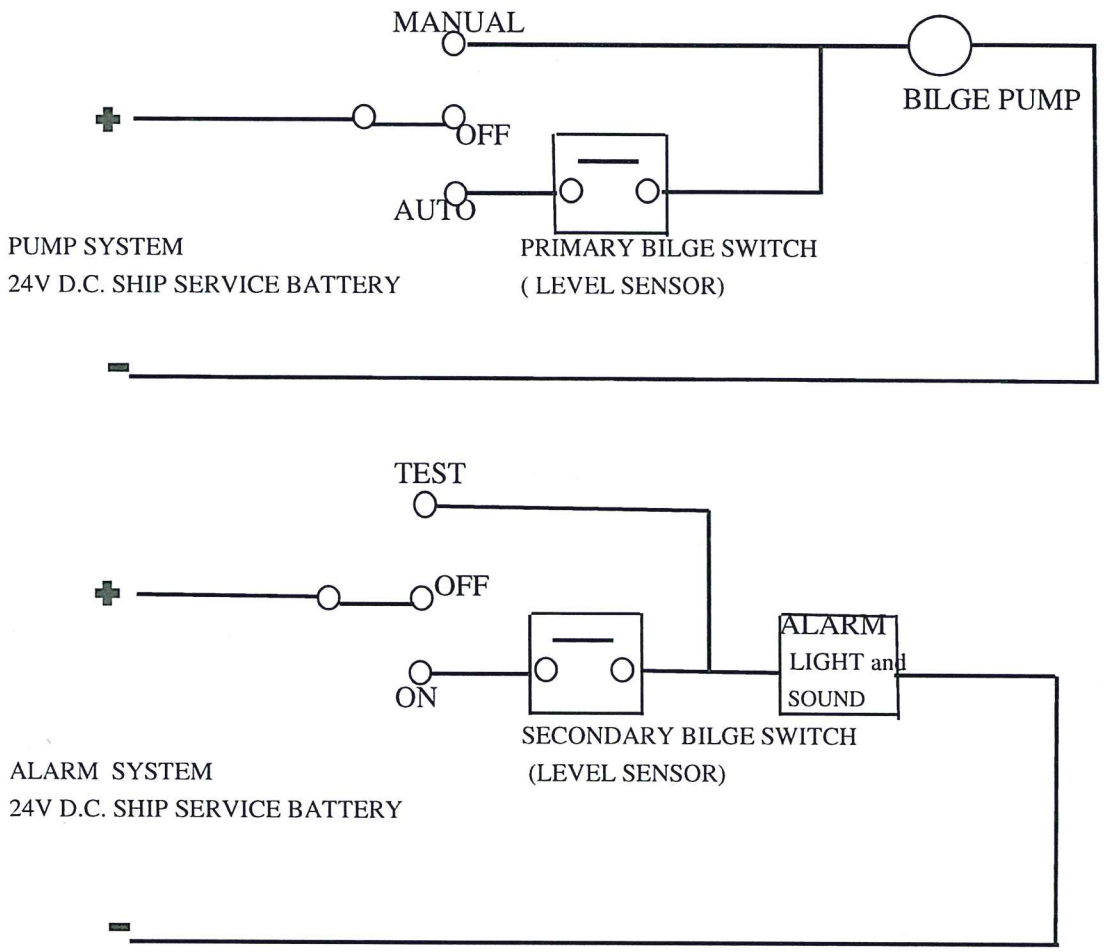
_____ / DOM

_____ / MM(E)

_____ / SMM

11 SEP 2017

Illustration of bilge system in engine room of



FOR ENGINE ROOM AND RUDDER CABIN

BILGE SYSTEM