

CHAPTER 6 STRATEGY DEVELOPMENT

6.1 ORGANISATIONAL SENSE OF PURPOSE

6.1.1 AREA OF ACTIVITY

The SANDF's prime area of activity is defence. Defence capabilities are also useful for other purposes such as humanitarian assistance, peace support operations and assistance to other government departments.

The ETF area of activity in support of the SANDF's main activities varies from the prescribed maintenance and repair procedures performed by artisans, to the undefined processes dealing with uncertainty that are carried out by technologists and technicians under the supervision of engineers. The work conducted by engineers, technicians and technologists, or at least under their supervision, includes the following:

- Identify, manage and apply technological innovations.
- Analyse requirements and develop conceptual solutions.
- Perform systems engineering.
- Develop specifications.
- Design and develop configuration items and operating procedures.
- Integrate, test, evaluate and qualify configuration items up to Products System level.
- Certify configuration items and procedures as safe and fit for purpose.

The work conducted by artisans, includes the following:

- Maintain Products Systems' combat readiness.
- Repair, test and prepare Products and Products Systems for service.
- Apply modifications as directed.
- Install Products.
- Perform operator duties as required of artisans in some cases.

6.1.2 COMPETITIVE ADVANTAGE

The ETF could best be applied to activities which will contribute most significantly to a competitive advantage for the SANDF. The key success factors discussed in paragraph 2.5 indicate the following focus areas for the ETF:

- Efficient and effective management to ensure the availability of combat-ready Products Systems for C JOps.
- Optimised support costs and effort through effectively and efficiently managed systems engineering.
- Capabilities flexibly optimised for surprise.
- Effective and efficient C⁴I² SR EW capabilities.
- The development and exploitation of innovative technologies.

Given the focus areas, a favourable environment is necessary to realise the envisaged success. Some of the conditions that could provide competitive advantage include:

- Reducing the number and effect of boundaries in the SANDF's value chain.
- Improving linkages in the SANDF's value chain.
- Managing the organisation's carriers of competence.
- Linking carriers of competence.

6.1.3 RELATIVE IMPORTANCE TO STAKEHOLDERS

The SANDF is a statutory organisation, owing its existence to the Constitution of the RSA, and is the only permissible military organisation in the country.

A. IDENTIFICATION OF STAKEHOLDERS

The analysis of the industry environment in section 0 defines the SANDF's stakeholders. These include those shown in Table 23.

The RSA government	Defence industry
DoD personnel	UN, SADC and OAU
DERIs	Sub Saharan African states
ARMSCOR	RSA Government Departments
SAPS	Rural communities

Table 23: The SANDF's Major Stakeholders.

B. DETRCTOR STAKEHOLDERS

Some detractors see a budget which, in their opinion, could be better spent on social services and some form of job creation than on defence. Considering the threat that poverty holds for the RSA, their concern is a valid one. These detractors include Non-Governmental

Organisations (NGOs) and some members of government. The success of the detractors could result in a considerable reduction in the defence budget, or a cancellation of the procurement of the arms packages. Some neighbouring SADC states moreover, feel threatened by the concept of a strong SANDF in their region and perceive the situation as a power imbalance.

C. SUPPORTER STAKEHOLDERS

The UN, SADC and OAU are increasingly seeking African solutions to provide sustainable relief to African problems. With this endorsement, the SANDF has played several roles in Lesotho, Moçambique and the DRC.

The SANDF's capabilities have enabled it to perform various humanitarian missions in the southern African region. International acclaim and awards have enhanced the standing of organisation and the country.

The DoD employs thousands of people who depend on the SANDF for their livelihood. The members have expectations of growth through training and experience. It is expected that, as volunteers, the employees will be motivated by conviction.

ARMSCOR, the DERIs and the local defence industry have a long relationship with the SANDF, much of it as partners in developing new Products and Products Systems. This has led to a significant defence industry with the associated economic advantages.

The police have difficulty providing adequate service in preventing crime. The rural communities are especially vulnerable. The SANDF provides support to the SAPS. The SAPS and communities are supporters of the SANDF's activities and existence.

6.2 VISION, MISSION AND OBJECTIVES

6.2.1 INTRODUCTION

A vision, mission and objectives are useful for developing a strategy. These define the direction of the organisation.

6.2.2 VISION

A vision presents the concept of the organisation's future. The vision of the ETF should be subject to and complement the vision of the DoD.

A proposal for a vision appropriate for the ETF within the SANDF is:

The SANDF a capable, technologically advanced, combat-ready deterrent, ensuring a peaceful, secure Republic of South Africa.

6.2.3 MISSION

The ETF has two main areas of activity, as illustrated in Figure 53. These functions are Integrated Logistic Support and Engineering Support. These missions should be distinctly separated.

A. ENGINEERING MISSION

A mission proposed for Engineering is:

Engineering shall ensure and enhance the SANDF's capabilities, dependability and cost-effectiveness through providing engineering expertise to support the acquisition and upgrading processes and the efficacy of operations and support. The capabilities include those of the Products Systems and the members of both the User and Support systems.

B. TECHNICAL SERVICES MISSION

A mission proposed for Technical Services is:

The Technical Services of the SANDF shall provide combat-ready Products Systems at the lowest cost and the rate required by the User System Manager.

6.2.4 OBJECTIVES

The ETF can contribute towards the SANDF's success through sustaining or improving the organisation's competitive advantage and cost-effectiveness. The ETF can contribute to the SANDF's competitive advantage through the effective and efficient management of technology and engineering effort.

The ETF can contribute to the SANDF's sustaining or improving the cost-effectiveness of User Systems. User Systems consist of the Products Systems, personnel and methods, which include doctrine and procedures. Paragraph 2.5.3 describes the desired level of cost-effectiveness for User Systems.

Generally the ETF reduces life cycle cost and improves capability, availability and dependability of Products Systems. Figure 55 shows how their roles and objectives of Engineering and Technical Services sometimes differ due to the difference between their missions.

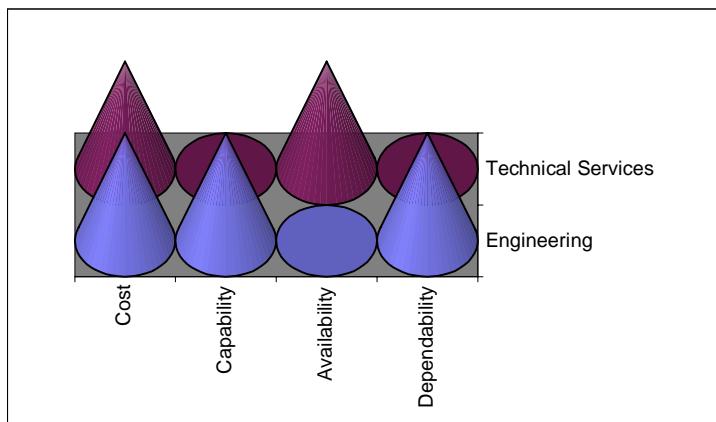


Figure 55: The Roles and Objectives of the Two ETF Branches.

A. ENGINEERING OBJECTIVES

Engineering shall provide Operating Baselines (OBL) that optimise the Products Systems' costs of acquisitions, upgrades, support and operation. Engineering shall ensure the integrity of these OBLs, and shall be held accountable for the safety, policy and legal compliance thereof.

This objective will be achieved through project management, technological innovation, systems engineering and design and development, to satisfy the users' requirements.

B. TECHNICAL SERVICES OBJECTIVES

The Technical Services shall optimise the Products Systems' availability and the operating and support costs through effective and efficient management of the Products Systems according to their Operating Baselines. This objective will be achieved through supply, storage, maintenance and testing according to the OBL standards, to ensure the required availability of combat-ready Products Systems.

6.3 FINDINGS

The SANDF appears to enjoy the advantages of having a group of supporters that is larger and more powerful than its detractors. This is due to the results of operations, development of Products and technologies, national prestige and regional stability. The SANDF must nurture the goodwill of these supporters to ensure the continued existence of its capabilities. The yardsticks by which to judge the organisation's performance include:

- Security in the RSA and the southern African region derived through:
 - Successful deterrence to any potential aggressors.
 - Sustainable competitive military advantage through competence and technology.
- Low cost of ownership and operation of defence capabilities.
- Satisfaction of personnel expectations.