

c. Tasks. You are responsible for the following:

- i. Launching a logistic study, the so-called LS-3, by which the requirement and interaction with contracted Industry is determined to enable Industry to draw up the SP-3 (or ISP-3 on products system level) in accordance with the requirements of the SANDF. A further object of the study is to generate the SANDF's ILSP-3 inputs, which in turn will direct the activities in the manufacturing phase.
- ii. Organizing the tracking of logistic elements not provided by Armscor in order to ensure that the acquisition thereof does not become out of step with the products systems acquired by Armscor.
- iii. Ensuring that the system development keeps pace with a possible change in the threat so that development can be steered into another direction timeously or be ceased, depending on the circumstances.
- iv. Preparing the final operational test and evaluation (FOT&E) documentation for those tests that will be conducted under complete management of the user. This task cannot be fully completed in this phase and will thus spill over into the industrialization and manufacturing phase. These tests can also be seen as part of the force preparation activity of the specific user system and must not be confused with the manufacturers technical test and evaluation (TT & E), the object of which is to prove a system acceptable for delivery.

18. Function 10 : Acquisition Plan (AP)a. Description. The purpose of the acquisition decision, which is contained, by implication in the AP, is to;

- i. confirm that the requirements contained in the functional user requirement statement (FURS) and the solution set out in the project study report (PSR) will satisfy the clients current operational requirement,
- ii. that the manufacturing data package as reflected in the "C", "D" and "E" specifications and the drawings is complete and correct to manufacture the required system,
- iii. that the proposed manufacturer is acceptable,
- iv. that the integrated logistic support requirements have been detailed fully to satisfy the required operational requirements,
- v. that the operating part of the life cycle cost is compatible with the planned available operating budget, and
- vi. that the proposed financial and schedule aspects are acceptable.

b. Tasks. You are responsible for the following:

- i. The drafting of the AP in accordance with policy and must contain at least the following :

1. Introduction.
 - (2). Project Management Requirements.
 - (3). Technical Requirements.
 - (4). Logistic Requirements.
 - (5). Financial Requirements.
 - (6). Timescales. Indications for the timescales and milestones for the industrialisation and production phases, the time-scales for the production phase if more than one generation of the system is to be built in phases and the updated planned date of commissioning of the user system.
 - (7). Security Plan.
 - (8). Memoranda of Agreement.
- ii. The submission of this DP for approval.

INDUSTRIALISATION PHASE19. Function 11: Industrialisation Phasea. Description. During the industrialization phase the manufacturing processes of the Industry are developed and qualified.b. Tasks. You are responsible for the following:

- i. The execution of the Qualification Study, which consists of initialisation and formal writing of the employment doctrine of the user system. Although the employment doctrine is taken into account throughout the acquisition process, it is usually finalized and documented at this stage.
- ii. The initiation and the writing of the final operational test and evaluation documentation (FOT & E) for the products system, user system, and in exceptional cases for the combat grouping.
- iii. Updating the life-cycle costs of the user system, i.e., cost of ownership.

Note : Operational Test and Evaluation. Preliminary operational test and evaluation (POT&E) has as its objective the verification of operational effectiveness, operational survival, logistic supportability, reliability and maintainability in order to make final adjustments to the manufacturing baseline (MBL) while final operational test and evaluation (FOT&E) is aimed rather at evaluating modifications, to adapt the organisation and to streamline doctrine and tactics.

MANUFACTURING PHASE20. Function 12 : Manufacturing Phasea. Description. During the manufacturing phase the product system is

c. Tasks. You are responsible for the following:

- i. Launching a logistic study, the so-called LS-3, by which the requirement and interaction with contracted Industry is determined to enable Industry to draw up the SP-3 (or ISP-3 on products system level) in accordance with the requirements of the SANDF. A further object of the study is to generate the SANDF's ILSP-3 inputs, which in turn will direct the activities in the manufacturing phase.
- ii. Organizing the tracking of logistic elements not provided by Armscor in order to ensure that the acquisition thereof does not become out of step with the products systems acquired by Armscor.
- iii. Ensuring that the system development keeps pace with a possible change in the threat so that development can be steered into another direction timeously or be ceased, depending on the circumstances.
- iv. Preparing the final operational test and evaluation (FOT&E) documentation for those tests that will be conducted under complete management of the user. This task cannot be fully completed in this phase and will thus spill over into the industrialization and manufacturing phase. These tests can also be seen as part of the force preparation activity of the specific user system and must not be confused with the manufacturers technical test and evaluation (TT & E), the object of which is to prove a system acceptable for delivery.

18. Function 10 : Acquisition Plan (AP)a. Description. The purpose of the acquisition decision, which is contained, by implication in the AP, is to;

- i. confirm that the requirements contained in the functional user requirement statement (FURS) and the solution set out in the project study report (PSR) will satisfy the clients current operational requirement,
- ii. that the manufacturing data package as reflected in the "C", "D" and "E" specifications and the drawings is complete and correct to manufacture the required system,
- iii. that the proposed manufacturer is acceptable,
- iv. that the integrated logistic support requirements have been detailed fully to satisfy the required operational requirements,
- v. that the operating part of the life cycle cost is compatible with the planned available operating budget, and
- vi. that the proposed financial and schedule aspects are acceptable.

b. Tasks. You are responsible for the following:

- i. The drafting of the AP in accordance with policy and must contain at least the following :

- (1) Introduction.
- (2) Project Management Requirements.
- (3) Technical Requirements.
- (4) Logistic Requirements.
- (5) Financial Requirements.
- (6) Timescales. Indications for the timescales and milestones for the industrialisation and production phases, the time-scales for the production phase if more than one generation of the system is to be built in phases and the updated planned date of commissioning of the user system.
- (7) Security Plan.
- (8) Memoranda of Agreement.

ii. The submission of this DP for approval.

INDUSTRIALISATION PHASE19. Function 11: Industrialisation Phasea. Description. During the industrialization phase the manufacturing processes of the Industry are developed and qualified.b. Tasks. You are responsible for the following:

- i. The execution of the Qualification Study, which consists of initialisation and formal writing of the employment doctrine of the user system. Although the employment doctrine is taken into account throughout the acquisition process, it is usually finalized and documented at this stage.
- ii. The initiation and the writing of the final operational test and evaluation documentation (FOT & E) for the products system, user system, and in exceptional cases for the combat grouping.
- iii. Updating the life-cycle costs of the user system, i.e., cost of ownership.

Note : Operational Test and Evaluation. Preliminary operational test and evaluation (POT&E) has as its objective the verification of operational effectiveness, operational survival, logistic supportability, reliability and maintainability in order to make final adjustments to the manufacturing baseline (MBL) while final operational test and evaluation (FOT&E) is aimed rather at evaluating modifications, to adapt the organisation and to streamline doctrine and tactics.

MANUFACTURING PHASE20. Function 12 : Manufacturing Phasea. Description. During the manufacturing phase the product system is

manufactured/erected/established by Industry and Armscor, and the user system by the SANDF and the contracted parties.

- b. Tasks. You are responsible for the following:
- i. Finalisation of the Qualification Study (QS) in order to determine precisely in which way the user system, including the integrated logistic support, will be qualified. The results of this study are summarized as the qualification plan and are used to direct the commissioning phase.
 - ii. Executing the doctrine study in order to establish a complete employment doctrine (ED) before the system is declared ready for full operational employment.
 - iii. Updating the life-cycle costs of the user system.

COMMISSIONING PHASE

21. Function 13: Commissioning Phase

- a. Description. During the commissioning phase the SANDF performs final operational test and evaluation (FOT & E) of the system, measured against the functional user requirement statement (FURS), logistic user requirement statement (LURS), and operational doctrines.
- b. Tasks. You are responsible for the following:
- i. Finalizing the Employment Doctrine (ED) and documenting it fully.
 - ii. Finalizing the Logistic Doctrine (LD) and documenting it fully.
 - iii. Conducting the final operational test and evaluation (FOT & E) at products system level and higher.
 - iv. Documenting modifications that could not be incorporated timely in the production items, including planning for incorporation.
 - v. Accepting that the acquisition contract between Armscor and Industry has been completed satisfactorily. If there are only insignificant outstanding items, these items are indicated as exceptions in the acceptance document.
 - vi. Finalizing the life-cycle costs of the user system (actual data in respect of the acquisition phase and data provided in respect of the operational phase).

PROJECT CLOSURE

22. Function 14: Provisional Project Closure Report (PPCR)

- a. Description. The provisional project closure report is a summary of the results produced in the commissioning phase.
- b. Tasks. You are responsible for the following:

- i. The drafting of the PPCR in accordance with policy and must contain at least the following:

- (1) Introduction.
- (2) Products system(s).
- (3) User System.
- (4) Generations.
- (5) Handing-over Certificate.
- (6) Final Project Closure Report (FPCR).
- (7) Finances.

- ii. The submission of this PPCR for approval.

OPERATIONAL PHASE

23. Function 15: Operational Phase

- a. Description. During the operational phase the user system or combat grouping is employed by the SANDF and supported logistically by the DOD (DAPD) through the Industry and Armscor.
- b. Tasks. You are responsible to ensure the soonest provision of outstanding logistics.

SECONDARY FUNCTIONS

DUTIES AND RESPONSIBILITIES

24. All other duties and responsibilities unique to the directorate/section.

ANNEXURE 13
TO APPENDIX N
TO JDP/ACQ NO 2/04

PROCEDURE FOR HANDING AND TAKING OVER OF A CAPITAL ACQUISITION PROJECT BETWEEN PROJECT OFFICERS

- Reference A: DODI ACQ/5/2003 Edition 2 Policy on the Acquisition of Armaments
B: JDP ACQ/2/2004 Process and Procedure for the Acquisition of Armaments – DAP 1000
C: Project Officer (PO) Duty Sheet

INTRODUCTION

2. Handing and taking (H&T) over of a capital acquisition project is a formal process between POs, Armscor and the contractor(s). It is a systematic process and the duration of H&T over depend on the complexity of the project, availability of the involved parties and the level of competency of the incoming PO, ie does the incoming PO have any formal training and/or experience in Project Management prior to his/her transfer?

3. During H&T over of a project there are mainly three issues that need to be addressed:

- a. Finances.
- b. Timescales.
- c. Technical performance.

AIM

4. The aim of this procedure is to formalise the H&T over procedure between the incoming and outgoing project officers.

SCOPE

5. This procedure addresses the following:

- a. Part 1: Handing over between the two POs.
- b. Part 2: Handing over between Armscor and the incoming PO.
- c. Part 3: Handing over between the Main Contractor and the incoming PO.

PART 1: HANDING OVER BETWEEN PROJECT OFFICERS

6. General. On arrival of the new PO there are certain general activities that need to take place. The purpose being to meet counterparts that could assist in project management, to obtain telephone numbers, determining the supportive functionaries and their location. An Integrated Project Team (IPT) and Name list with contact numbers must be included. The PO should be briefed on:

- a. Other POs that interface with your project.
- b. The Defence Industries in the immediate vicinity.
- c. Dates, roles & functions of all scheduled meetings and the roles thereof.
- d. The handing and taking over of official military vehicles, Information Technology (IT) systems, office equipment and inventories.

7. SANDF Acquisition Process. It is advisable to give the incoming PO an overview of the Acquisition Process as described in References A & B and to explain to him/her where exactly (in what phase) the project is.

8. Baseline Documents. Based on the above-mentioned phase, certain baseline (BL) document needs to be handed over to the PO. This will give the PO a fair idea of the history of the project, but most importantly it will spell out what has been approved its finances, timescales and functional performance. The types of documents can be categorised its Staff and Integrated Logistic Support (ILS) documents. Ensure that the incoming PO receives a copy of the following documents, as applicable, depending on the phase that the project is in:

- a. Staff Documents. The following documents freeze BLs and should be understood its RSA MIL-STD-3 that stipulates the prerequisites when freezing the applicable BL (beware of a creeping baseline!). These documents also provide a clear indication with regard to the status of the project and where it fits in the bigger picture:
 - i. Corps Master Plan (If applicable) and SANDF Force Employment Strategy.
 - ii. Required Operational Capability (ROC) – Requirements Baseline (RBL).
 - iii. Staff Requirement (SR) – Functional Baseline (FBL).
 - (1) Functional User Requirement Statement (FURS).
 - (2) Logistic User Requirement Statement (LURS).
 - iv. Project Study Report (PSR).
 - v. Development Plan (DP) – Allocated Baseline (ABL).
 - vi. Acquisition Plan (AP) – Product Baseline (PBL).
 - vii. Operating Base Line - OBL.
 - viii. Preliminary and Final Project Closure Report (PPCR and FPCR).
 - ix. Employment Doctrine.
 - x. Phasing out Plan.
 - xi. Programme Management Plan.

Note: If a project has been deferred or terminated, make sure that the Deferment Report or Termination Report is handed over.

- b. Integrated Logistic Support (ILS) Documents
- i. Mission Analysis.
 - ii. Support Policy.
 - iii. Support Concept.
 - iv. Integrated Logistic Support Plan.
 - v. Integrated Support Plan.
 - vi. Commissioning Plan.
 - vii. Weapon System Management Plan.
 - viii. Programme Management Plan.
9. Project History. When giving an overview of the project's history it would be wise to convey the following:
- a. Tailoring of the Process - any influences that necessitate changing the course of development/acquisition.
 - b. Origin of the ROC.
 - c. Origin of the Functional and Logistic User Requirements as they are specified in the FURS and LURS of the SR.
 - d. Risks experienced in the past wrt:
 - i. Financing the project.
 - ii. Technology Development.
 - iii. Keeping to timescales.
 - e. Interfaces with any Technology projects.
 - f. Past BL authorisations.
 - g. Financial ceiling adjustment certificates.
10. Financial Management. A comprehensive financial management briefing would be required as this is a most important and complex system in both the SANDF and Armscor. The following aspects should at least be covered:
- a. Financial Authorities (FA's)
 - i. Purpose of a FA.

- ii. The proper drafting of a FA.
 - iii. Process and approval levels.
- b. Financial Statements/Printouts. Ensure that the latest printout of each of the following are obtained and discussed with the PO:
- i. SANDF Capital Acquisition Master Plan (SCAMP).
 - ii. Red Light Report.
 - iii. FBOU311, FBOB291 and UB003.
- c. Monthly Reports/Cash Flow Plan.
- d. Budget Format and Cost Analysis Sheet.
11. Budgeting. The procedure for placing funds on budget and the means of obtaining additional funds must be explained. The current Business Plan for the Project including Cost Analysis Sheets covering both Folio 01 and 02 funds with regard to Item 10,15, 20, 25 and 35 should be addressed.
12. Transferring of Funds. Explain the procedure to transfer funds between different series.
13. Internal Audit. An internal audit is one of the best means of determining the financial status of the projects. It is recommended to request an internal audit during handing over of a project. On completion of each phase or at least every two to three years an internal audit should also be performed.
14. Timescales. Managing timescales and achieving milestones/objectives within a given budget is of great importance. Every phase of acquisition has an approved timescale and should this timescale be exceeded, formal approval of a new timescale is required. This is usually a class 1 change (See Reference A, par 95 for detail). The level of approval of a new timescale is at the Armaments Acquisition Control Board (AACB) level.
15. Red Lights and Risks. It is important to realise the financial, timescale and technical related risks and their implications.
16. Management Directive. Signing of the Management Directive (Annexure 12) is the last activity to take place.
- PART 2: HANDING OVER BETWEEN PROJECT OFFICERS & ARMSCOR**
17. Role of Armscor. The Armscor Programme Manager (PM) must explain the role that Armscor plays in the Acquisition of Armament process and what support could be expected from Armscor.
18. Request For Information (RFI)/Request For Proposal (RFP). The following should be conveyed to the PO:
- a. The purpose of an RFI and RFP.
 - b. RFI/RFPs presently circulating.

- c. Content of current RFIs/RFPs.
19. Contract Negotiations. The PO should be informed of:
- a. The protocol during negotiating contracts.
 - b. The role of the PO during negotiations and his mandate.
20. Contracts. The following should be covered with the PO:
- a. Copies of all contracts presently being managed as well as the Contract Variation Order (CVO) should be handed to the PO.
 - b. Detail wrt the content of each order its financial implications, timescales, Statement of Work (SOW) and deliverables.
 - c. New contracts being negotiated or being envisaged.
21. A-Specification. Armscor is responsible for transforming the Functional and Logistical Requirements into technical terms bmo an A-Specification. The Armscor Programme Manager must cover the following aspects with the PO:
- a. The layout of an A-Spec its RSA-MIL-STD 490 A.
 - b. The applicable A-Spec wrt the approved Staff Requirement (Part 3 and 4).
22. Financial Status. The following should be conveyed and where applicable also handed to the PO:
- a. The latest printout per serial no (report D21V12A) of the project's monthly cash flow. This printout should be compared with the FBOU311 and its purpose should be explained.
 - b. The type of financial management information available at Armscor.
23. Technical Performance. Based on the A-Spec and work that has been performed, the PO should be informed about the following:
- a. The System Breakdown Structure.
 - b. The technical status with regard to the Configuration Items (CI's) being developed.
24. Risks and Red Lights. The following are typical risks and red lights that could be applicable:
- a. Financial risks. Roll over of funds, delayed/deferred payments, shortages, cutbacks, moratoria, cash flow and penalties.
 - b. Timescale risks. Delivery dates, not meeting deadlines.
 - c. Technical risks. Any problem being experienced wrt meeting the Functional User Requirements and Logistical User Requirements.

25. Quality Assurance (QA). The PO should meet the QA member and be informed wrt the procedures/standards against which QA is performed, the closing of tasks and payments.
26. Asset Register Audit. Armscor should request that an asset register audit be performed on all assets developed and/or procured on the project.
27. Service Level Agreements and MoU's. The incoming PO should be explained the detail status and Composition of Service Level Agreements and MoU's in terms of Annexure 11.
28. Committees and Meetings. The detail of the following project management forums in terms of aim, functions, composition, rules and status should be explained to the PO.
- a. Technical Review Board (TRB).
 - b. Technical Committee (TC).
 - c. Logistical Committee (LC).
 - d. Project Management Meetings (PM).
 - e. Project Control Board (PCB).
 - f. Project Steering Committee (PSC).

PART 3: H&T OVER BETWEEN THE PO AND CONTRACTOR

29. Overview. The PO should receive an overview of the company and its structure, its business and the products being developed by the company as well as a briefing on the historical background of the project.
30. Company Tour and Hardware Development. The PO should receive a tour of the company and its various business areas, view the hardware being developed and meet the members working on the project.
31. Contracts. Each contract presently in place should be discussed with the PO.
32. Specification Tree/B-Specifications and CIs. The PO should view each CI and the applicable B-Spec should be handed to him.
33. Configuration Management/User Level Master Record Index (MRI). The following should be discussed and/or handed to the PO:
- a. How Configuration Management is performed.
 - b. Which documents are under configuration management.
 - c. Receive a printout of the applicable MRI.
 - d. How to obtain document numbers, should he wish to place a document under configuration management.
34. Quality Assurance. The following should be discussed with the PO:
- a. How QA is performed.

b. The process used to give feedback on QA.

35. Sub-contractors. The PO should be taken to the sub-contractors developing or manufacturing the various CIs.

36. Data Pack. The PO should view the data pack and observe the manner in which it is managed.

37. Financial Status. The PO should receive a briefing on the following:

- a. Planned cash flow for the applicable Financial Year (FY).
- b. Cash flow per line item.
- c. Work still to be performed and the financial implications thereof.

CONCLUSION

38. The H&T over certificate is the final proof of successful H&T over between the two POs. The next document to be signed will be the Management Directive.

CERTIFICATE FOR HANDING AND TAKING OVER OF A CAPITAL ACQUISITION PROJECT

HANDING OVER PROJECT OFFICER

1. I, (no) _____ (rank) _____ (name) _____ hereby declare that the under mentioned project has been handed over to the incoming project officer in accordance with Acquisition of Armaments Policy, Process and Procedures. All the applicable item/activities as specified in JDP Acq/02/2004 Appendix N, Annexure 13 have been covered by myself, Armscor and the contractor to the best of our abilities in the available time to our disposal and that the outstanding items/activities have been duly recorded.

TAKING OVER PROJECT OFFICER

2. I, (no) _____ (rank) _____ (name) _____ hereby declare that the under mentioned project has been taken over from the above mentioned project officer in accordance with JDP Acq/02/2004 Appendix N, Annexure 13. I accept the outstanding item/activities of the project as recorded below.

3. I forthwith accept full responsibility for the financial, timescales and technical management of the project and accept the duty assignment sheet for future management.

4. Project Name : _____

5. Project Description : _____

6. Signatories :

 (Handing over PO)
 (Date)

 (Date)

 (Taking Over PO)

LIST OF OUTSTANDING ITEMS/ACTIVITIES

7. _____

8. _____

ANNEXURE 14
TO APPENDIX N
TO JDP/ACQ NO 2/04

GUIDELINES FOR PREPARING AND SUBMITTING A CABINET MEMORANDUM

1. The format of the actual Cabinet Memorandum (CM) together with the covering letters is provided below. Please note that when drafting a CM the Conventions of Service Writing do **not** apply. The framework as set out below forms the basis of a cabinet memorandum. Although subheadings are permissible, the prescribed main headings and the order in which they appear should be adhered to. Additional main headings should be avoided.
2. The length of a cabinet memorandum should be restricted to seven typed pages, typed in a 12-point font with one and a half line spacing.
3. For further policy guidelines regarding the handling of a Cabinet Memorandum refer to DOD/Pol & Plan/64/2000 – Policy on the Procedures for the Management of Cabinet Memoranda in the DOD (Reference P).

EXAMPLE OF A CABINET MEMORANDUM

SECURITY CLASSIFICATION (AT LEAST "SECRET" FOR ALL CM)

MEMORANDUM

C ACQ/S/302/6/U3008

Telephone : (012) 355-5444
Facsimile : (012) 355-5492
Enquiries : Brig Gen X

November 2003

From : Chief of Acquisitions and Procurement

To : Secretary for Defence

SUBMISSION OF CABINET MEMORANDA – PROJECT X:

4. Kindly refer to the Armaments Acquisition Council held on 31 October 2003 at the Ministers Conference room.
5. During the discussion on Project X the Minister instructed that a Cabinet Memorandum be drawn up and distributed as soon as possible to ensure a Cabinet decision on.....
6. As per instruction and procedure, a hard copy of the document as well as a copy on disk is provided for your further attention.

(L.M. CHIEF)
CHIEF OF ACQUISITIONS AND PROCUREMENT: DDG

Enclosure : Cabinet Memorandum for Project X:

JDP/ACQ/00002/2004
Edition No 1

RESTRICTED

Date: September 2004

JDP/ACQ/00002/2004
Edition

RESTRICTED

Date: September 2004

MEMORANDUM

C ACQ/S/302/6/U3008

Telephone : (012) 355-5444
 Facsimile : (012) 355-5492
 Enquiries : Brig Gen X

November 2003

From : Secretary for Defence

To : Office of the Minister of Defence – **Attention:** (Head of Ministerial Services)

SUBMISSION OF CABINET MEMORANDA – PROJECT X:

7. Kindly refer to the Armaments Acquisition Council held on 31 October 2003 at the Ministers Conference room.
8. During the discussion on Project X the Minister instructed that a Cabinet Memorandum be drawn up and distributed as soon as possible to ensure a Cabinet decision on.....
9. As per instruction and procedure, a hard copy of the document as well as a copy on disk is provided for your further attention.

(I.M. SECDEF)
 SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

CABINET MEMORANDUM NO OF 2003

DATE:

FILE NUMBER : MOD :

: C ACQ : CACQ/C/302/6/U3008

1. SUBJECT

The subject of a cabinet memorandum is the title under which the matter will be dealt with on the agenda and in the minutes of the Cabinet and of a committee. A brief description of the theme is required.

2. PURPOSE

The aim of this Memorandum is to present to Cabinet.....

3. SUMMARY

The summary should contain the essence of the motivation in the memorandum and should not be longer than one typed page.

4. DISCUSSION

4.1 Background

If the matter has already served before the Cabinet or working committee, reference should briefly be made to this. Quoting a previous resolution (if applicable) is essential. If the historical run of events is of any importance it should also be dealt with here.

4.2 Formulation of the Problem

If the problem that has given rise to the memorandum cannot be clearly deduced from the Purpose it should be discussed briefly.

4.3 Discussion of Alternatives

Where applicable, alternative solutions to the problem should be mentioned and the pros and cons of each be discussed briefly.

4.4 Motivation

The recommendations, which will follow later in the memorandum, should be motivated.

5. ORGANISATIONAL, PERSONNEL AND EQUIPMENT IMPLICATIONS

5.1 Should the proposed Cabinet decision imply that –

- (a) a department undertake new functions;

- (b) existing allocated functions are re-assigned to other department, institution or body;
- (c) a new institution or body which is not a department comes into being; or
- (d) Improvements in the service conditions of any group of civil-service personnel have been introduced,

it should be indicated whether the public service commission was consulted and what its view of the matter is.

- 5.2 Details of the nett increase/decrease in personnel numbers should be furnished if the proposed Cabinet decision implies a nett increase/decrease in personnel numbers, with an indication of the categories, such as "Management Echelon", "Other schooled personnel and "General assistants".
- 5.3 Details of the nett increase/decrease in equipment should be furnished if the proposed Cabinet decision implies a nett increase/decrease in equipment, with an indication of the impact on the Military Strategy and Force Employment Strategy.

6. FINANCIAL IMPLICATIONS

- 6.1 The effect that the revenue and expenditure flowing from the recommendations will have on the State in the current financial year must be indicated.
- 6.2 Costs carried forward to the next financial year should be indicated.
- 6.3 Proposed funding of the expenditure must be indicated.

7. COMMUNICATION IMPLICATIONS

Here it should be indicated whether the -

- (a) communication/media-implications of the matter were considered;
- (b) implications require a communication/media plan; and
- (c) the Government Communication and Information System (GCIS) has been or should be consulted with regard to the communication implications.

8. RESPONSES OF OTHER DEPARTMENTS/COMMITTEES/BODIES CONSULTED

Prior clearance should be obtained from all departments and bodies concerned for the recommendations contained in a cabinet memorandum. Under this heading, the names of the department/bodies consulted are mentioned. Should any of the bodies concerned disagree fundamentally with the recommendation, it should be briefly mentioned here.

9. RECOMMENDATIONS

Here, the desired decision should be accurately stated. The wording should correspond, as far as possible, with the wording of the Cabinet resolution required. In cases in which a memorandum merely serves for information purposes, the recommendations may read: "That the Cabinet note".

10. CONTACT PERSONS

As it is sometimes necessary to obtain more detail or clarify some aspects of a memorandum in a relative short period of time, the name, rank and telephone number of a person that could be contacted (preferably the author of the memorandum) should be provided.

11. AUTHORISATION FOR PROCESSING THE MEMORANDUM

The name and designation of the person authorised by the Minister to distribute the cabinet memorandum should be included. It should preferably be limited to either the Minister, Head of the Ministry or the Administrative Secretary.

ANNEXURE 15
TO APPENDIX N
TO JDP/ACQ NO 2/04

GUIDELINES FOR THE COMPILATION OF A SECURITY & MEDIA PLAN

When applicable, a project Security & Media Plan must be compiled in accordance with Section 1, Chapter 6 and submitted with the appropriate milestone documentation. Following is an example of Security Plan that can be used as a guideline.

PROJECT SECURITY PLAN: PROJECT XXXXX

Appendix A: Media Plan

PROGRAM SECURITY MANAGEMENT TEAM

1. SANDF Project Officer.

a. **Project Officer**

Force Number :
ID Number :
Surname :
Initials :
Rank :
Telephone :
Security Clearance:

b. **Armcor Program Manager**

Control Number:
ID Number :
Surname :
Initials :
Rank :
Telephone :
Security Clearance:

c. **Armcor Project Security Consultant**

Control Number:
ID Number :
Surname :
Initials :
Rank :
Telephone :
Security Clearance:

AIM

2. The aim of this project security plan is to implement and maintain security guidelines to protect project activities during the entire life cycle of Project XXXXX and to contribute to the successful commissioning of the system.

PROJECT DESCRIPTION

3. Project XXXXXX addresses the acquisition of a xxxxx system, for use by (Service/Division), comprising of, together with associated logistic support, personnel and training.

SECURITY CLASSIFICATION

4. Project XXXXXX is a cardinal/non-cardinal project which is classified as CONFIDENTIAL/SECRET etc.

5. The following matters will be classified as RESTRICTED:

- The invitation of tenders, including the advertisement of the tenders.
- Tender documentation.
- Contract and order documentation.

6. The following matters will be classified as CONFIDENTIAL:

- Financial aspects.
- Numbers.
- Time scale.
- Tender information.
- Liaison with the successful contenders who passed the critical criteria evaluation.
- Contract with the successful contender.

7. The following matters will be classified as SECRET:

- The missions profile.
- Employment of the system.
- The scope of the operational capabilities.
- The technological capabilities of local components and sub-systems that might be integrated with systems from abroad.

PROJECT STATUS

8. The project XXXXX Project Study Report (PSR) dated was approved by the AASB on, and presently the project is in the Project Phase.

SCOPE OF PROJECT

9. The future scope of Project XXXXXX entails the following:

- Completion of the Acquisition Plan for Project XXXXXX.

- b. Procurement/Integration of a variety of products/sub-systems as a complete product system.
- c. Integration of this system into Service/Division as part of the operational system and capability.

PARTIES INVOLVED

- 10. State the organisations involved.
- 11. The scope of the whole project shall only be known to the program management team.

THREAT

- 12. This Security Plan is based on the promotion of regional security as stated in the Minister's Directive to Sec Def and C SANDF, dated 08 Sep 02 and the Military Strategy.

AREAS OF PROTECTION

- 13. In order to ensure sound security management and protection of the Department of Defence's interests, the following shall be protected as classified **SECRET** as part of Project XXXXX:

- a. The scope of the operational capabilities of the system.
- b. The technological capabilities of local components and sub-systems that might be integrated with systems from abroad.

SECURITY GUIDELINES

- 14. A security workgroup shall be established to manage the security elements classified higher than Confidential of the project. The SANDF/Armcor Security Committee (SASC) shall formulate industrial security policy and/or be the final decision making body if any work is performed locally by industry.

APPLICABLE DOCUMENTS

- 15. The following documents will apply:
 - a. SANDFO/INT DIV/2/97.
 - b. A-POL-9000 dated 19 January 1999.
 - c. Armcor Security Manual dated September 2001 (A-UMAN-014).
 - d. Minimum Information Security Standards. (MISS) (As approved by Cabinet on 4 December 1996.

BREACHES OF SECURITY

- 16. All known or suspected breaches of security, acts endangering security or non-compliance with security procedures shall be reported to Armcor Security Division (ASD) or Defence Intelligence.

INFORMATION SECURITY

- 17. Information Security shall be applied in accordance with chapter five (5) of A-POL-9000 and chapter four (4) of the Armcor Security Manual (ASM).
- 18. Documentation Security shall include the following:
 - a. Classified documents shall be identified, marked, protected, securely communicated, distributed and destroyed in a controlled manner.
 - b. Classified photographs and models of the project may not be displayed in offices and/or work areas without the approval of the project management.
 - c. Taking of photographs may only take place after written approval by the project management team.
 - d. Storage and development of photographs and videos shall take place in accordance with the policy for handling and storage of classified documentation.
 - e. No pamphlets or brochures with reference to this project may be published and/or circulated without written approval of the project management team.
 - f. All program documentation shall be sent along the formal channels. Only approved communication channels, eg Encrypted telex, telephone, fax and computers may be used. In exceptional cases documentation may be taken along when travelling, but in such cases the documents shall go through the prescribed registration process and with the explicit approval of the Armcor Project Security Consultant.
 - g. If redundant all documentation relevant to the project shall be destroyed by means of the prescribed shredding method. Redundant documents classified **SECRET** and higher, shall be treated in one of the following ways:
 - i. Be sent back to the compiler.
 - ii. Be destroyed after which a certificate in this regard shall be sent to the compiler.

PERSONNEL SECURITY

- 19. Personnel security procedures shall be applied in accordance with chapter 6 of the ASM and chapter 5 of A-POL-9000. This entails the following:
 - a. Security clearances of employees shall be in accordance with current policies.
 - b. Personnel, who cannot obtain the necessary security clearance in terms of chapter 6 of the ASM, shall be placed/employed in such a way that they will not be exposed to the whole project or sensitive parts thereof. However, in exceptional cases the contractor may, in conjunction with Armcor, accept responsibility for the security aspect of such a person. ASD will, on completion of the vetting process, advise on the desirability of responsibility acceptance.
 - c. Companies rendering technical support from abroad shall ensure and confirm that all personnel involved in the project shall not pose any security risk.

- d. In case of resignation/transfers/retrenchments of any personnel, the prescribed procedure shall be followed to de-sensitise that/those person(s).
- e. The need-to-know principle shall be strictly adhered to.
- f. Any aspect that may influence a person's security competency shall be reported immediately.
- g. The security awareness of the personnel shall be maintained throughout.

INFORMATION SYSTEMS SECURITY

20. Information System Security shall be applied in accordance with chapter five (5) of A-POL-9000 and chapter four (4) of the ASM. The following shall be adhered to in this respect:

- a. No Wide Area Network/Local Area Network - linked workstations on which Armscor related information is stored may be connected to Internet or Intranet facilities. (Local Area Networks containing classified defence related information shall be operated separately). The exception to the above will be the Armscor Head Office network.
- b. Classified data shall be identified, controlled, stored, distributed and destroyed in a secure manner. All transmitted data shall be protected against disruption and unauthorised access.
- c. Access to computer systems and classified information shall be controlled by passwords and directory rights.

PHYSICAL SECURITY

21. Physical security measures shall be applied in accordance with chapter five (5) of A-POL-9000 and chapter five (5) of the ASM. When managing physical security at local facilities, the following shall be kept in mind:

- a. The strategic importance of the facility.
- b. The replacement value of the product that is produced at the facility.
- c. Vulnerability.
- d. Possible threats (internal and external).
- e. The security classification of the service that is being rendered.

22. Command and control procedures shall be implemented to ensure physical security of products for the whole life cycle of the project.

ZONING

23. Zoning shall be applied in areas where work is classified as **SECRET**, specifically at

CONTRACTOR SECURITY

24. The following shall be adhered to with regard to contracts:

- a. For classified contract shall have a non-disclosure clause, which amongst other things, states that no third party may be supplied with information without the approval of both parties.
- b. Provision shall be made in the contracts for the security requirements as described in the ASM and K-STD-0020 issue one (1) dated 15 August 1997.
- c. Provision shall be made in contracts for the withdrawal of contract/project documentation after completion of the project contract. The project team in cooperation with the contractor shall decide which documents and when they shall be withdrawn. Industrial security shall be asked to monitor these aspects and report regularly.
- d. All security related matters/issues experienced by contractors shall be communicated to ASD.

TRAVEL AND MOVEMENT SECURITY

25. Official visits to countries with whom security agreements are in place shall conform to procedures as laid down in chapter seven (7) of the ASM.

26. The Armscor Project Security Consultant shall confirm the security clearance status of Armscor and Defence Industry personnel prior to any visit to a foreign country with whom a MOU has been signed.

27. No unauthorised foreign visitor shall be permitted where a classified Armscor contract is being executed.

28. Visits by foreign nationals to SANDF premises or South African Defence Industry facilities shall be processed through Armscor.

MARKETING AND MEDIA ENQUIRIES

29. Reclassification for releases/marketing, shall be motivated by means of a total security management process.

- a. Approval for reclassification shall be given by the General Officer Commanding, and
- b. be ratified by Chief of

30. No marketing shall be done without the approval of the project management team. Once the system is operational and in service, media enquiries will be directed to the SANDF (CD Corporate-Communications).

31. Enquiries by the media shall be handled in accordance with Appendix A.

ENQUIRIES BY THE MEDIA

1. Media shall mean any newspaper, magazine, journal, book or publication, or any member, agent, representative, photographer or a staff member connected with it or any author, publisher, photographer or writer, or any member of a publishing company, film company, television company or broadcasting company, or any person in any way connected with any of these companies or activities.
2. When enquiries from the media are received, the following guidelines shall be adhered to:
 - a. When facilities are provided for the media, which must in all cases be approved by ASD, particular care shall be taken to prevent any information classified Confidential or higher from being disclosed
 - b. During the acquisition and marketing phases, it is the responsibility of Armscor to provide answers to the media. The DoD shall provide answers during the operational phase.
 - c. Co-ordinated releases of information to the media may only take place with approval/knowledge of the project management team.
 - d. All media inquiries must be referred to either Armscor Corporate Communications Department or CD Corporate Communications (SANDF) to provide answers on behalf of Armscor and the DOD respectively.
 - e. Under no circumstances shall contractors, without the prior approval of the Armscor Program Manager or ASD, provide the media access to areas where work is being done on classified matter.
 - f. Should a contractor become aware of the fact that the media have published anything regarding a classified contract, it shall be brought to ASD's attention immediately.
 - g. If any person is approached by the media for project information, this shall be conveyed in writing to the project security consultant/officer.
 - h. No information shall be released as far as the project budget is concerned. The same applies for the status of the project (approved baselines). The latter may only be released by the project management team.
 - i. Photographs related to classified contracts may only be released for publication purposes by the Armscor Program Manager. Applications from the media to obtain such material shall be referred to the Armscor Program Manager or ASD.

- j. Once the system is delivered to the SANDF, the liaison with the media becomes the responsibility of the SANDF.
- k. The contractor may not release any information on the delivery of the system to the media and must refer any enquiries to the Armscor Program Manager during the acquisition phase and to the SANDF during the operational phase.

APPENDIX O
TO JDP/ACQ NO 2/2004

LIST OF ABBREVIATIONS

A

| | |
|------|--------------------------------------|
| AAC | Armaments Acquisition Council |
| AACB | Armaments Acquisition Control Board |
| AASB | Armaments Acquisition Steering Board |
| ABL | Allocated Baseline |
| ADM | Advanced Development Model |
| AO | Accounting Officer |
| AoA | Analysis of Alternatives |
| AP | Acquisition Plan |
| APM | Armcor Program Manager |
| AS | Acquisition Study |
| AS | Arm of Service |
| ASCT | Acquisition Study Competitive Tender |
| ASDC | Alternative Service Delivery Centre |
| ASST | Acquisition Study Single Tender |

C

| | |
|--------------|---|
| C ACQ + Proc | Chief of Acquisitions and Procurement |
| CBL | Contract Baseline |
| CFE | Customer Furnished Equipment |
| CFO | Chief Financial Officer |
| CI | Configuration item |
| CM | Configuration Management |
| COEIA | Combined Operational Effectiveness and Investment Appraisal |
| COTS | Commercial off the shelf |
| CR | Closure Report |
| CVO | Contract Variation Order |

D

| | |
|------|---|
| DA | Design Authority |
| DAPD | Departmental Acquisition and Procurement Division |
| DBL | Delivery Baseline |
| DID | Data Item Description |
| DIP | Defence Industrial Participation |
| DMP | Document Management Plan |
| DOD | Department of Defence |
| DP | Development Plan |
| DR | Development Report |
| DSC | Defence Staff Council |
| DTI | Department of Trade and Industry |

E

| | |
|------|-------------------------------|
| ED | Employment Doctrine |
| EDI | Electronic Data Interchange |
| EDM | Engineering Development Model |
| EUCs | End User Certificates |

F

| | |
|---------|--|
| FA | Financial Authority |
| FAT's | Factory Acceptance Tests |
| FBL | Functional Baseline |
| FMECA | Failure Mode Effect and Criticality Analysis |
| FMS | Financial Management System |
| FOT & E | Final Operational Test and Evaluation |
| FPCR | Final Project Closure Report |
| FS | Functional Study |
| FURS | Functional User Requirement Statement |

G

| | |
|-----|--------------------------------|
| GDA | General Defence Account |
| GFE | Government Furnished Equipment |

H

| | |
|-----|--------------------|
| HOD | Head of Department |
|-----|--------------------|

I

| | |
|------|--------------------------------------|
| IG | Inspector General |
| ILS | Integrated Logistic Support |
| ILSM | Integrated Logistic Support Manager |
| ILSP | Integrated Logistic Support Plan |
| IP | Industrial Participation |
| IPC | Illustrated Parts Catalogue |
| IPR | Intellectual Property Rights |
| IS | Industrialisation Study |
| ISO | International Standards Organisation |
| ISP | Integrated Support Plan |

J

| | |
|------|-------------------------------------|
| JSCD | Joint Standing Committee on Defence |
|------|-------------------------------------|

L

| | |
|-------|---|
| LCC | Life Cycle Cost |
| LD | Logistic Doctrine |
| LORA | Level of Repair Analysis |
| LS | Logistic Study |
| LSA | Logistic Support Analysis |
| LSAR | Logistic Support Analysis Record |
| LTDRS | Long-Term Defence Requirement Statement |
| LURS | Logistic User Requirement Statement |

M

| | |
|---------|--|
| MBL | Manufacturing Baseline |
| MC | Military Council |
| MIL-STD | Military Standard |
| MIS | Management Information System |
| MISS | Minimum Information Security Standards |
| MOA | Memorandum of Agreement |
| MOTS | Military off the shelf |
| MOU | Memorandum of Understanding |
| MRI | Master Record Index |

MS Model Study
 MTCR Missile Technology Control Regime
 MTEF Medium-Term Expenditure Framework

N

NCACC National Conventional Arms Control Committee
 NT National Treasury

O

OBL Operational baseline
 OR Operations Research
 OSBL Operational Support Baseline
 OT&E Operational Test and Evaluation

P

PBL Product Baseline
 PCB Project Control Board
 PD Project Definition
 PDSC Plenary Defence Staff Council
 PFMA Public Finance Management Act
 PHS&T Packaging, Handling, Storage and Transportability
 PLS Preliminary Study
 PMRS Project Management Requirements Statement
 POT&E Preliminary Operational Test and Evaluation
 PPM Pre-production Model
 PreS Preliminary Study
 PS Project Study
 PSC Project Steering Committee
 PSR Project Study Report

Q

QA Quality Assurance
 QBL Qualification Baseline
 QS Qualification Study

R

RBL Requirements Baseline
 RFI Request for Information
 RFP Request for Proposal
 R&M Reliability and Maintainability
 ROC Required Operational Capability

S

SANDF South African National Defence Force
 SCAMP SANDF Capital Acquisition Master Plan
 SDA Special Defence Account
 SHIP System Hierarchy Integration Process
 SLA Service Level Agreement
 SOW Statement of Work
 SR Staff Requirement
 SS System Study
 ST Staff Target

TEMP
 TT&E

T
 Test and Evaluation Master Plan
 Technical Test and Evaluation

URS
 US

U
 User Requirement Statement
 United States

WBS
 WSM

W
 Work Breakdown Structure
 Weapon System Manager

XDM

X
 Exploratory Development Model