PRESENTATION
on the
Draft Defence Industry Strategy
at the
Ministerial Workshop on NDIC

Dr Moses Khanyile
NDIC Strategy Project Leader

19 May 2017
Version 5.8
Present the latest draft NDIC Strategy to the Minister of Defence and Military Veterans and her counterparts represented in NDIC before releasing it for public comment
Context of the NDIC Defence Industry Development Project

- Key attributes of the strategy
- Workstream Structure
- Key Deliverables

Key Highlights of the Draft Defence Industry Strategy

Way Forward

Proposed NDIC Organisational Structure
KEY ATTRIBUTES OF THE STRATEGY

Aspirational ➔ Ambitious but realistic; growth trajectory

Inspirational ➔ New entrants; SMME to Big Industry Player

Transformative ➔ Change industry profile; Blacks/women/military veterans
Key Deliverables

Phase One
NDIC Strategy

- Vision
- Core principles
- High level trajectory
- Critical success factors
- Measures of Success

Phase Two
Master Plan

- How?
- Resources
- Performance Targets
- Migration to the Vision
- Monitoring & Evaluation
Draft Defence Industry Strategy

**Purpose**
- To provide direction for the stabilisation, sustainment and future development of the defence industry, as a key element of South Africa’s overall defence capability

**Foundation**
- Defence Review (2015) – Chapter 15
- International benchmarks

**Alignment**
- The strategy is aligned with relevant policies, legislation and regulations

* Successful, prosperous and competitive defence industry
  - SANDF has access to equipment, services and skills for its capabilities
  - Ability to reasonably satisfy the Defence Review requirements
Defence Industry Strategy Document Layout

- **Part 1**: Background
- **Part 2**: Desired End State
- **Part 3**: Context for the Defence Industry
- **Part 4**: Defence Industry of the Future: Strategy
1. **Background**

2. **Definition** of ‘Defence Industry’ & ‘Defence-related’ Industry

3. **Historical overview** of defence industry: 1988 → current
   
   i. Decline in budget: 50% (1988)
   
   ii. Decline in acquisition: 80%; R&D (70%)
   
   iii. Employment figures: 130k in 3000 companies to 15k in 120 companies

4. **Looking Forward:**

   i. Difficulty in implementing the **Defence Review ‘Milestone – 1’**: Arresting the Decline of the SANDF Capabilities
INTRODUCTION ...

COURSE OF ACTION OPEN TO GOVERNMENT

**Business-as-Usual (BAU):** Continue the trend of under-funding and operational overstretch. Given declining budget, effect of putting defence industry into an unplanned, unstructured, uncontrolled and accelerating downward spiral, shedding capabilities and jobs

**Planned Shut-down (PSD):** Accept that defence will remain under-funded, and that the industry will wind down for lack of local orders and R&D funding. Plan for a structured and phased winding down of the industry and the concomitant loss of capabilities

**Stabilise and Sustain (SnS):** Decide to retain those defence industry capabilities that are still viable and recover others deemed essential. This will provide a semblance of stability in the manufacturing sector

**Stabilise and Develop (SnD):** Decide to use the present industry as the foundation for an expanded and better-balanced industry to optimally support the Defence Force; enable the industry support economic development and targeted industrialization by means of localization of selected bought-in technologies and processes, possibly through sector designation, R&D, and exports.

**Recommended Option: Stabilise and Sustain**
- Potential affordability in the near future (~2% of GDP)
- Provides the basis for scaling up to “Stabilise and Develop” option
Government intends to implement the 2015 Defence Review and it is designed to support it.

Primary client of the defence industry will be the SANDF.

The ‘Stabilise and Sustain’ course of action will be adopted by government to guide the way forward.

Government will provide adequate funding for the SANDF, cover its operational employment, training and maintenance, acquisition of equipment, and associated R&D.

Internal communication within government and its agencies; external communication to the general public.
VISION
A globally competitive and integrated defence industry that supports national interests, and that is the preferred choice for defence-related solutions on the African continent

MISSION
To develop and sustain an effective defence industry based on synergy between government and local private role-players, capable of meeting the needs of the Defence Force and other clients, and growing beyond the borders of Africa, while also supporting the national development and transformation agenda

OBJECTIVES
• Provide sustainable sovereign and strategic military capabilities for RSA
• Enhance the ‘country brand’; ‘Team SA advancing the economy through the design and export of local technologies and focused capabilities
• Support the national development and transformation agenda
• Develop strategic science and technology skills and capabilities
Defence Industry should also be capable of:

- Meeting most requirements of the Police and the Intelligence Services
- Being integrated into South Africa’s wider industrial development
- Helping expand the national science, engineering and technology base
- Helping expand the technical and technological skills base
- Competing internationally in selected fields
- Becoming internationally integrated as a supplier to international groups and as a development partner in some technologies

Meeting the Requirements of the SANDF

- Strategic independence
- Sovereign capabilities
- Optimised equipment and systems

Meeting the Requirements of the Security Services & Agencies

- Border Management Agency
- National Disaster Management System

Meeting African Defence Needs
Areas of Competence

**Defence Review:** Focus of national support for the defence industry, based on military priorities, will therefore be on primarily locally sourced capabilities, insofar as is practicable, in the following areas:

- Support of equipment, systems and weapons, and the related training systems and facilities
- Manufacture of critical munitions
- Manufacture of critical, specialized batteries and other energy sources
- Manufacture of critical and high-rate-of-use spares and other stores
- System integration
- Modernisation and upgrading of equipment, platforms and systems
- Development of specific critical and optimised equipment and systems
Key Technology Domains x 16

How to be internationally competitive and integrated

Defence industry ownership

Role of State-owned Enterprises: Armscor, CSIR & Denel
CONTEXT FOR THE DEFENCE INDUSTRY

Strategic Context
- Strategic interests
- Vital interests
- Expectations from international community
- Geostrategic trends

Industrial Context
- Consolidation
- Internationalisation
- Defences industries in Africa

Technological Context
- Spin-on / Spin-offs
- COTS & MOTS
- Technologies to Pursue
THE DEFENCE INDUSTRY OF THE FUTURE

KEY DEFENCE REVIEW GUIDELINES

- Defence Force Development Planning Milestones
- Defence Review Policy Options
- Phases for the Development of the Defence Industry
Defence Review Milestones & Defence Industry Development Phasing

Implications for the Defence Industry

Defence Strategic Trajectory

M1  Arrest the Decline
M2  Reorganise & rebalance the Defence Force (DF)
M3  Create a Sustainable DF to Meet Ordered Commitments
M4  Enhance the DF’s Capacity to Respond to Emerging Threats
M5  Contingency purposes only

Interim End-State

Peacetime End-State

Defence Strategy Phasing

P1  Retain selected capabilities and capacities at risk
P2  Ensure sustainment of those capabilities
P3  Support conditions for further development
P4  Create Conditions for Further Development
P5  Recover, recreate or develop sovereign capabilities

Aligned & overlapping
AREAS OF FOCUS

- SWOT ANALYSIS
- DEFENCE FORCE ACQUISITION STRATEGY
- MAKING DEFENCE REQUIREMENT VISIBLE TO THE INDUSTRY
- DEFENCE TECHNOLOGY POLICY & STRATEGY
- INTELLECTUAL PROPERTY
- GOVERNMENT SUPPORT TO INDUSTRY
- DEFENCE INDUSTRY CULTURE & VALUES
<table>
<thead>
<tr>
<th>S/N</th>
<th>Measure</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Client Satisfaction</td>
<td>• Military requirements satisfied</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Efficient acquisition, contracting, manufacturing and delivery process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Improved quality of locally produced products</td>
</tr>
<tr>
<td>02</td>
<td>Economic Performance</td>
<td>• Localisation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increased defence exports (by value and geographies)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Reduced imports (esp high demand spares and consumables)</td>
</tr>
<tr>
<td>03</td>
<td>Transformation</td>
<td>• New entrants into the industry, esp African Black, women and the disabled</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Diversification of products and services by SMME</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Participation of SMMEs in top-end technologies and contracts (eg from sub-contractor to primary/main contractor status)</td>
</tr>
<tr>
<td>S/N</td>
<td>Measure</td>
<td>Indicator</td>
</tr>
<tr>
<td>-----</td>
<td>------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 04  | Defence Capabilities | • Sovereign & strategic capabilities retained, maintained and developed  
• Research & development outputs  
• New IP assets generated; existing ones exploited  
• Consolidation of local industry players in some niche or generic product categories  
• International partnerships |
| 05  | Social Impact    | • Spin-off and spill-over of technologies, processes and skills  
• Employee numbers in the sector  
• Skills retained/acquired/transferred  
• Employer of choice for highly skilled personnel in SA |
| 06  | Market Penetration | • Expanded client base  
• Increased orders from and/or partnership with African countries  
• Increased competitiveness across geographies and product range |
Document will be released for public comment (closed audience, then general public using:

- [www.dod.mil.za](http://www.dod.mil.za)
- [www.armscor.co.za](http://www.armscor.co.za)
- [www.amd.org.za](http://www.amd.org.za)

Central Office for receiving comments and administrative enquiries: Mr T. Mketi’s office

It will be sent to known defence analysts and interested parties via e-mail

All incoming comments will be forwarded to directly for incorporation into the main document

Reconfigure the Workstreams for Phase 2: Defence Industry Master Plan

Commence with the Defence Industry Master Plan
Leaders establish the vision for the future and set the strategy for getting there.

John P. Kotter
PROPOSED NDIC STRUCTURE
NDIC Operating Model

STRATEGY

INDUSTRY DEVELOPMENT
- Inter governmental
- Foreign direct investment
- OEMs
- SMMEs
- Exports

INDUSTRY TRANSFORMATION
- Transformation
- Military Veterans
- Innovation
- Skills development
- Rural & economic development

MARKET ACCESS
- Business Development
- Local Markets
- Rest of Africa
- Global Markets

CAPABILITY MANAGEMENT
- Acquisition Management
- Technology Development & Management
- Industrial Participation & Intellectual Property Management

NDIC ENABLEMENT
- GRCA
- Shared Services

STAKEHOLDERS

GOVERNANCE

CLIENTS
**NDIC Operating Model**

**STAKEHOLDERS**
- Regulate terms of involvement of industry players.
- SADI contribution to economic development.
- Coordinate government support for the industry (incentives and instruments).

**INDUSTRY DEVELOPMENT**
- Ensuring SADI plays a role in socio economic development.
- Revitalisation and integration of Military Veterans into the SADI value chain.
- Oversee SADI BEE Charter compliance.

**INDUSTRY TRANSFORMATION**
- To define how the SADI will reach its customers and achieve competitive advantage through strategic partnerships and local cohesion.
- Define and pursue SADI export targets through predictive analytics and bilateral agreements.

**MARKET ACCESS**
- Ensuring that SA has the ability to produce its own equipment (industry, research institutions etc.).
- Coordination of SADI product development based on DoD (SCAMP & Defence Review) strategic outlook.

**CAPABILITY MANAGEMENT**
- Provide oversight on NDIC compliance with governance prescripts and regulatory requirements.
- Ensure adequate and effective capacity for NDIC to pursue its strategic objectives.

**NDIC ENABLEMENT**
- To define how the SADI will reach its customers and achieve competitive advantage through strategic partnerships and local cohesion.
- Define and pursue SADI export targets through predictive analytics and bilateral agreements.

**STRATEGY**
- Ensure adequate and effective capacity for NDIC to pursue its strategic objectives.

**GOVERNANCE**
- To define how the SADI will reach its customers and achieve competitive advantage through strategic partnerships and local cohesion.
- Define and pursue SADI export targets through predictive analytics and bilateral agreements.

---

**NDIC Operating Model**
Functional Structure: Industry Development

**Inter governmental**
**Purpose:** To develop strategic partnerships with government departments that have a common interest in achieving NDIC goals.

**Functions:**
- Represents NDIC internally at a local and executive governmental levels in order to assist other Departments in support of NDICs strategic goals and objectives.

---

**OEMs & Prime defence Contractors**
**Purpose:** To foster strategic partnerships and mutually beneficial relationships with the SADI.

**Functions:**
- Maintains register of OEMs and prime defence contractors
- Facilitates local partnerships

---

**Foreign Direct Investment**
**Purpose:** To approach potential foreign investors with a solid data driven business proposition with SADI.

**Functions:**
- Prepare sector specific investment propositions
- Consider funding models that will attract foreign investment

---

**SMMEs**
**Purpose:** Its primary objectives are the representation of the industry in matters of mutual interest, and the promotion of a profitable, sustainable and responsible industry

**Functions:**
- Represents NDIC capabilities & supports industry development
- Incubates local companies
- Assists in transformation, people and industry development

---

**Industry Development**
**Purpose:** To define how the SADI will reach its customers and achieve competitive advantage through strategic partnerships and local cohesion.

**Functions:**
- Ensuring that OEMs and private contractors are appropriately regulated and integrated with the SADI
- Enabling government to discharge its duties by providing a single point of contact to the SADI
- Understanding the strategic direction of the SADI
Functional Structure: Industry Development

**Purpose**
- To define how the SADI will reach its customers and achieve competitive advantage through strategic partnerships and local cohesion.

**Functions**
- Ensuring that OEMs and private contractors are appropriately regulated and integrated with the SADI
- Enabling government to discharge its duties by providing a single point of contact to the SADI

### Inter governmental Stakeholders
All government departments with a common interest to achieve NDIC objectives and goals.
- DoD & MV
- Home Affairs
- National Treasury
- Public Administration
- DST
- DTI
- DPE etc.

### OEMs & Prime defence Contractors Stakeholders
- Automotive
- Weapons
- Maritime
- Aerospace
- ICT
- Health Technology
- Common User/other

### Foreign Direct Investment Stakeholders
- National Treasury
- IDC
- Finance
- OEMs
- DOD
- Armscor
- AMD

### SMMEs Stakeholders
- AMD
- SADI
- OEMs
- Armscor
- Denel
**Functional Structure: Industry Transformation**

**PURPOSE**
- Ensuring SADI plays a role in socio economic development.
- Revitalisation and integration of Military Veterans into the SADI value chain.
- Oversee SADI BEE Charter compliance.

**FUNCTIONS:**
- To have agility in execution.
- To build systems and process that are module and dynamic enough to keep up with changes.
- Need to demonstrate a deep understanding and strong relationships with the nation
- Work with existing charters and association that have done transformation like the ICT BEE charter

### Transformation

**Objective:**
Transformation is crucial for survival with right skills to lead successfully transformed industry.

**How:**
- **Buy-in is critical:**
  Transformation should be transparent to all
- **Process driven action**
  Ability to continually and rapidly deliver successful business transformation is the key
- **Must be insightful**
  Insight into every potential impact an initiative could have in the industry

### Military Veterans

**Objective:**
They bring unique perspectives and important experiences and knowledge to organising work by improving and improvising in the areas they are in.

**How**
- Engage on programs that inspires strategic action; convenes stakeholders and hosts top-quality public and private events to shape the national conversation
- Have a network of non-military allies to support, work and learn is essential for veterans and service members
- Engage MV on recruiting processes and mentoring programs

### Skills Development

**Objective:**
Develop skill sets that add value to the industry and personal (career) development or the organization.

**How**
- Skills program that are aligned to strategic objectives of the industry
- Intensify relations within the training and development, together with education institutions
- Full understanding of the new world (technology/digital)

### Rural & Economic Development

**Objective:**
Defence economics has a larger role to play in the economic development and rural development.

**How**
- Expand National Rural Youth Service Corps (NARYSEC) to be fully accessible to all rural people within MV access
- Industry participation in the economic development should also include their skills/expertise transfer

**Purpose**
- Ensuring SADI plays a role in socio economic development.
- Revitalisation and integration of Military Veterans into the SADI value chain.
- Oversee SADI BEE Charter compliance.

**Functions**
- To have agility in execution.
- To build systems and process that are module and dynamic enough to keep up with changes.
- Need to demonstrate a deep understanding and strong relationships with the nation
- Work with existing charters and association that have done transformation like the ICT BEE charter
**Functional Structure: Industry Transformation**

**PURPOSE**
- Ensuring SADI plays a role in socio economic development.
- Revitalisation and integration of Military Veterans into the SADI value chain.
- Oversee SADI BEE Charter compliance.

**FUNCTIONS:**
- To have agility in execution.
- To build systems and process that are module and dynamic enough to keep up with changes.
- Need to demonstrate a deep understanding and strong relationships with the nation
- Work with existing charters and association that have done transformation like the ICT BEE charter

### TRANSFORMATION
- NEDLAC
- Department of Higher Education & Training
- DoD & MV
- ARMSCOR
- DTI

### MILITARY VETERANS
- Military Veterans Association
- Department of Defence
- AMD
- Other Security Clusters
- Department of Military Veterans
- Council for Military Veterans Organisations (CMVO)

### SKILLS DEVELOPMENT
- DTI
- Education Institutions
- Department of Higher Education & Training
- Department of SMMEs
- Research institutions
- SMMEs
- AMD
- OEMs & Prime Defence Contractors

### RURAL & ECONOMIC DEVELOPMENT
- Department of Rural Development
- DTI
- Department of SMMEs
- Department of Agriculture & Fisheries
Purpose

Serve as a forum to enable RSA SADI access to local and international market access. This is premised on an understanding that defence industry has a strong reliance on the political and bureaucratic actors in acquiring business opportunities.

Functions

• Serve as a depository of SADI product requirements in the local and international market
• Assist in coordinating SADI response to opportunities identified including liaison with the political and bureaucratic principals offices to ensure SADI presence during international engagements

Market Access & Business Development Coordination

Purpose:
The forum serves to enable greater local industry collaboration in bidding for local and international opportunities.

Functions:
• Local and international opportunities register maintenance
• Coordinating of collaborative bids with emphasis on promoting indigenous technologies

International Defence Industries Engagement

Purpose:
Ensure coordinated engagement with international defence related industries

Functions:
• Maintain a register of undertakings made to international counterparts and ensure delivery on these

Sustainable African Strategy

Purpose:
Develop a sustainable African defence equipment manufacturing strategy with mutual beneficial partnership at the core of partnering with fellow African countries

Functions:
• African Defence Industry Strategy
Functional Structure: Market Access

Purpose

Serve as a forum to enable RSA SADI access to local and international market access. This is premised on an understanding that defence industry has a strong reliance on the political and bureaucratic actors in acquiring business opportunities.

Functions

- Serve as a depository of SADI product requirements in the local and international market
- Assist in coordinating SADI response to opportunities identified including liaison with the political and bureaucratic principals offices to ensure SADI presence during international engagements

Market Access & Business Development Coordination

Purpose:
The forum serves to enable greater local industry collaboration in bidding for local and international opportunities.

Stakeholders:
- DOD
- AMD
- DIRCO
- ARMS COR
- DTI
- DPE

International Defence Industries Engagement

Purpose:
Ensure coordinated engagement with international defence related industries

Stakeholders:
- DOD
- AMD
- DIRCO
- ARMS COR
- DTI
- DPE

Sustainable African Strategy

Purpose:
Develop a sustainable African defence equipment manufacturing strategy with mutual beneficial partnership at the core of partnering with fellow African countries

Stakeholders:
- DOD
- AMD
- DIRCO
- ARMS COR
- DTI
- DPE
## Functional Structure: Capability Management

### Acquisition Management

**Purpose:**
Serve as a forum for DoD to solicit stakeholder input on the strategic capital acquisition management plan (SCAMP) and agree on priority programmes.

**Functions:**
- SCAMP prioritisation
- SADI capability sustainability planning
- International benchmarking
- Promotion of local and international programme collaboration

### Technology Development and Management

**Purpose:**
Promote indigenous defence related technology development programmes in anticipation of SANDF acquisition programmes.

**Functions:**
- Development of a technology development master plan
- Identification and support of technology centres of excellence in academia and industry

### Industrial Participation and Intellectual Property Management (IP)

**Purpose:**
Promote fairness and national interest in the exploitation of IP by industry and depository of capability derived from technology development or industrial participation (procurement leverage).

**Functions:**
- National IP management exploitation plan
- OEM engagement forum on localisation
- Capability register maintenance – enterprise and individual

---

**Purpose**
Ensure that there is a stakeholder agreed SADI national industrial capability management system capable of producing and supporting operational equipment and related services.

**Functions**
- Oversee the process of developing and updating the national industrial capability management system
- Serve as a forum for the stakeholders to coordinate and optimise own capability development and maintenance efforts in support of national defence and industrial development interests.
**Functional Structure: Capability Management**

**Purpose**
Ensure that there is a stakeholder agreed SADI national industrial capability management system capable of producing and supporting operational equipment and related services.

**Functions**
- Oversee the process of developing and updating the national industrial capability management system.
- Serve as a forum for the stakeholders to coordinate and optimise own capability development and maintenance efforts in support of national defence and industrial development interests.

**Acquisition Management**

**Purpose:**
Serve as a forum for DOD to solicit stakeholder input on the strategic capital acquisition management plan (SCAMP) and agree on priority programmes.

**Stakeholders:**
- Armscor
- AMD
- DoD & MV
- DPE
- DTI
- CSIR
- DST
- Denel

**Technology Development and Management**

**Purpose:**
Promote indigenous defence related technology development programmes in anticipation of SANDF acquisition programmes.

**Stakeholders:**
- Armscor
- AMD
- DoD & MV
- Denel
- DPE
- DTI
- CSIR
- DST
- Denel
- DPE
- DTI

**Industrial Participation and of Intellectual Property Management (IP)**

**Purpose:**
Promote fairness and national interest in the exploitation of IP by industry and depository of capability derived from technology development or industrial participation (procurement leverage).

**Stakeholders:**
- Armscor
- AMD
- DoD & MV
- Denel
- DPE
- DTI
- CSIR
- DST
- Denel
- DPE
- DTI
Functional Structure: NDIC Enablement

Purpose:
Ensure that the Governance, Risk, Compliance and Accountability (GRCA) functions of the National Defence Industry Council is executed and that the National Defence Industry and Stakeholders comply with Regulatory Prescripts.

Functions:
- Provide oversight on NDIC compliance with governance prescripts and regulatory requirements.
- Ensure adequate and effective capacity for NDIC to pursue its strategic objectives.

GRCA

Purpose:
Serve as the Regulatory Body for the NDIC and the various Stakeholders to ensure GRCA compliance.

Functions:
- Compiling the Regulatory Framework and Governance Prescripts for the National Defence Industry and the various Stakeholders.
- Implementing a GRCA model for the NDIC.
- Auditing the effectiveness of the implementation of the Governance Framework.
- Management of Strategic Issues related the Regulatory Framework.
- International Bench marking.

NDIC Shared Staff

Purpose:
To provide a shared staff capability for the National Defence Industry to enable execution and compliance with the Regulatory Framework and prescripts.

Functions:
- Provide an HR and Payroll Capability.
- Provide and Internal Audit Capability.
- Provide Financial Management Capability.
- Provide a Marketing Capability.
- Providing an Internal – and External Communication Capability.
- Provide an Internal Audit Capability.
- Provide an Legal and Contacting Capability.
- Provide a GRCA Capability.
Functional Structure: NDIC Enablement

**Purpose**
Ensure that the Governance, Risk, Compliance and Accountability (GRCA) functions of the National Defence Industry Council is executed and that the National Defence Industry and Stakeholders comply with Regulatory Prescripts.

**Functions**
- Provide oversight on NDIC compliance with governance prescripts and regulatory requirements.
- Ensure adequate and effective capacity for NDIC to pursue its strategic objectives.

**GRCA Stakeholders**
- AMD
- Defence Export Council
- Armscor
- DoD & MV
- Department of Public Enterprises

**Shared Services Stakeholders**
- AMD
- Defence Export Council
- Armscor
- DoD & MV
- Department of Public Enterprises
NDIC High Level Governance Structure

**NDIC Executive Council - Quarterly**
Chair: SecDef

**NDIC Committees (as required)**
Chair: Relevant Executive Lead

**NDIC Secretariat**
Chair: Executive Director

- Industry development
- Industry transformation
- Market Access
- Capability management
- NDIC Enablement
NDIC Secretariat Structure

EXECUTIVE DIRECTOR: NDIC

HEAD: INDUSTRY DEVELOPMENT
HEAD: INDUSTRY TRANSFORMATION
HEAD: MARKET ACCESS
HEAD: CAPABILITY MANAGEMENT
HEAD: NDIC ENABLEMENT

SHARED STAFF

HR & PAYROLL OFFICER
INTERNAL AUDIT OFFICER
FINANCIAL OFFICER
BRANDING & COMMUNICATIONS OFFICER
LEGAL & GOVERNANCE OFFICER

ADMINISTRATOR X 3
Estimated at R12m – R15m per annum

- Staff costs
- Normal Operating costs
Thank You