



New Zealand
**DEFENCE
FORCE**
Te Ope Kātua O Aotearoa

NZDF FRAMEWORK

FOR EXTERNAL & INDUSTRY ENGAGEMENT



**A FORCE FOR
NEW ZEALAND**

OCTOBER 2018

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**Air Marshal
Kevin Short**

FOREWORD

The core task of the New Zealand Defence Force (NZDF) is, and will remain, the conduct of military operations. We must continue to be combat ready. In order for our Defence Force to achieve its military effects, we recognise that we must work in partnership with our allies and military partners, as well as with partner agencies, and with industry.

Our 2025 Strategy has singled out as its goal being an “Integrated Defence Force” – being a more connected, coordinated and agile military organisation. We have identified three core themes as areas of priority: Our People; Our Information; and Our Relationships. These are underpinned by a fourth priority around our Capability enhancements. Between now and 2025, the Government has signalled that it will equip the NZDF with new and enhanced military platforms and equipment. The purchase of four Boeing P-8A Poseidon maritime patrol aircraft to replace the RNZAF’s aging P-3K2 Orions and the re-purposed dive and hydrographic support vessel for the Royal New Zealand Navy – due as soon as 2019 – are examples.

Getting new equipment like this, will not guarantee we will be a more effective military Force. Turning this investment in our equipment and platforms into enhanced military capabilities requires them to be integrated with the people, training support, and enablement systems that allow us to achieve a military effect.

The opportunities for a wide range of New Zealand industries to engage with the NZDF increases with each new platform and capability. This applies also to the technical and people-related capabilities that must underpin such acquisitions. Industry will be needed to support, provide insight, guidance, technical products and



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*being a more connected,
coordinated and agile
military organisation”*

knowledge that enhances our ability to deliver against the promise of these new capabilities. Building and working in successful partnerships with industry and their supply chains will enable our Defence Force to look for innovative outcomes, produce economies and efficiencies, and reduce some of the major total costs of ownership.

Within the NZDF we use our values of commitment, courage and comradeship to ensure that we work effectively as teams. These same values must underpin our relationships with government, with agencies, and industry partners. In this way we will ensure our success as an Integrated Defence Force by 2025 and beyond. Together we are a Force for New Zealand.

AIR MARSHAL
KEVIN SHORT

NZDF FRAMEWORK FOR EXTERNAL AND INDUSTRY ENGAGEMENT

BACKGROUND

The Defence White Paper 2016 commits the New Zealand Defence Force and the Ministry of Defence (together being 'Defence') to working early and closely with industry to deliver optimal investment decisions and support.

The White Paper builds on the October 2014 report by the Ministry of Defence on Optimising New Zealand Industry Involvement in the New Zealand Defence Sector. It directs that Defence "strengthen its relationship with industry and ... increase its information sharing and collaboration with industry partners". This includes communicating Defence expectations to industry more clearly, simply and succinctly.

The document Smart Customer and Smart Supplier sets out the high level principles and behaviours that guide the MOD's and NZDF's engagement with industry. The NZDF Framework for External and Industry Engagement articulates the practical steps that NZDF is taking to implement those principles and behaviours. The framework is a living document. It will develop and evolve and as we progress. It will also be supported by a series of action plans and roadmaps jointly developed by NZDF, MOD and Industry.

INDUSTRY - A DEFINITION

Industry in this framework refers to companies and entities of all sizes, national and international, who currently, or have potential to provide capabilities, capacity, goods and services to NZDF.

INDUSTRY ENGAGEMENT - THE DEFINITION

For this Framework, Industry Engagement means interaction between NZDF and Industry to allow the best match between sustainable Industry (supplier) capability and capacity and NZDF needs.

EXTERNAL ENGAGEMENT - THE DEFINITION

For this Framework, External engagement refers to the engagement of third parties external to NZDF & MOD. They will provide subject matter expertise to NZDF and will include but is not restricted to academic and research institutes, other military or government organisations and including engagement with industry.

GOALS OF THE FRAMEWORK

The goals of the Framework are to ensure that:

- Industry has appropriate access, at the appropriate time, to information, infrastructure and personnel that enables industry to contribute effectively to NZDF procurement, acquisition and sourcing business decisions.
- NZDF engages with capable suppliers and external parties to support the achievement of Defence Force outputs and outcomes.
- NZDF's processes for early engagement harness innovation to optimise capability business decisions, and to enhance equipment, product, and service delivery.
- Effective partnerships with industry and external parties are developed to support the full capability lifecycle of equipment and services that contributes directly or indirectly to NZDF capability.

INDUSTRY ENGAGEMENT RATIONALE

Defence (NZDF and MoD) aims to be an international exemplar in end-to-end capability management by 2020. What this future state looks like is set out in the foundation document, *The New Zealand Defence Capability Management System: An International Exemplar*.¹ Achieving this requires the best from Defence and its commercial and industrial partners.

Defence now focuses on total cost of ownership when acquiring and maintaining defence capabilities. It draws on a complementary mix of international and local suppliers to maximise value for money. New Zealand-based industry benefits from sharing in Defence's adoption (or adaptation) of new technology and is able to increase its scale of activities through innovative partnering with international suppliers and Defence.

NZDF, in this Framework, acknowledges that industry has a key role in maintaining a modern, credible, and capable Defence Force. Typically, New Zealand industry became involved in large projects after a capability had been acquired or in smaller projects, when the capability could easily be delivered locally. In the case of large projects, MoD will work with prime suppliers to encourage the development of whole of life costing data, thus optimising New Zealand business involvement as early as possible.

Typically, NZDF will engage with industry (in whole or in part) for:

- Design and development (including research and development commensurate with the level of risk)
- Outcome based services
- Acquisition over \$15m alongside MoD
- Acquisition under \$15m in addition to procurement and sourcing of capability, goods and services
- Storage, transportation and distribution (goods and people)
- Maintenance, repair and overhaul
- Disposal of materiel
- Construction, maintenance, operation and other uses of facilities and infrastructure
- Medical, health and dental support
- Security of information, assets and personnel
- Dialogue to address technical expertise and operational/project delivery capacity.

The pace of technological change (and commensurate technological obsolescence issues) will increase the need for NZDF to identify and work with industry in partnership to deliver the range of capabilities required as technology lifecycles shorten and the costs of military technology rises.

¹Ministry of Defence and New Zealand Defence Force Foundation Document- March 2016

WHAT MAKES DEFENCE DIFFERENT?

COMPLEXITY

NZDF is a complex matrix of service functions that are focused on the delivery of military outputs for the government.

Put simply, NZDF consist of a:

- small shipping line
- small national and global airline
- large land transport company
- large and complicated international logistics organisation
- large multi-discipline engineering and technology company
- large information and communications technology company
- a mid-sized health service provider in its own right
- a mid-sized vertical and horizontal civil engineering, construction and facilities management company
- small police force, custodial organisation, and a
- mid-sized security company

The fact that these services are often deployed under very demanding conditions adds to their complexity.

Typically, NZDF's consumption of goods and services can be simply described as 'feed, fuel, fix, arm, construct, secure, protect, communicate, move, dispose, acquire, procure, pay'.

How this consumption takes place is characterised by:

- Long lead times
- Erratic demand and problematic forecasting
- High levels of customisation (although significant levels of equipment and commodities are now being sourced as commercial-off-the-shelf (COTS) or military-off-the-shelf (MOTS))
- Relatively low minimum order quantities
- High inventory levels with lower than normal (commercial) stock turns
- Tension between the need to provide value for money (efficiency) and guarantee military success (effectiveness)
- High levels of technological obsolescence
- Balancing business requirements with appropriate security implementation.

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'feed, fuel, fix, arm, construct, secure, protect, communicate, move, dispose, acquire, procure, pay'.

SECURITY

Defence has unique security requirements that often limit or prohibit certain aspects of engagement pertaining to:

- Physical security;
- Personnel security;
- Infrastructural security; and
- Communications systems and devices.

www.defence.govt.nz/securityguide

OVERVIEW OF DEFENCE ENGAGEMENT WITH INDUSTRY

KEY ACQUISITION AND PROCUREMENT RESPONSIBILITIES WITHIN DEFENCE

Table 1 shows the acquisition and procurement responsibilities across Defence. Defence personnel employed in the areas shown routinely engage with industry.

This Framework is focused on the acquisition and procurement responsibilities of NZDF.

AGENCY/DIVISION	WHAT THEY DO
Ministry of Defence (MoD)	
Capability Delivery	<ul style="list-style-type: none"> Acquisition of major capital items (>\$15.0M whole of life cost).
New Zealand Defence Force (NZDF)	
Capability Branch	<ul style="list-style-type: none"> Acquisition of minor equipment (<\$15.0M whole of life cost) Responsible for bringing new equipment into service
Logistics Command	<ul style="list-style-type: none"> Procurement of commodities and durables Management of minor projects Assists with introduction into service Through life logistics and maintenance, repair and overhaul (MRO) support of all equipment Advice on international treaty and other agreement compliance (e.g. ITARs)
Defence Commercial Services	<ul style="list-style-type: none"> Integrated procurement planning Facilitating competitive procurement processes Purchase and payment processing Oversight of NZDF procurement capability and practices
Communications & Information Services	<ul style="list-style-type: none"> Procurement of information and communications technology products and services Digital and disruptive technologies
Defence Health	<ul style="list-style-type: none"> Procurement of clinical and non-clinical products and services for the provision of healthcare to the Defence Force.
Defence Property Group	<ul style="list-style-type: none"> Procurement of property, construction and facilities management related products and services
Defence Security	<ul style="list-style-type: none"> Provision of Defence Industry Security Programme (DISP) security advice and services Interface with US National Industry Security Programme Advice on Defence security compliance requirements
Defence Technology Agency	<ul style="list-style-type: none"> Provision of technological advice and support throughout the specification and procurement process

Table 1: Key Acquisition, Procurement Responsibilities

NZDF EXTERNAL & INDUSTRY ENGAGEMENT TENETS

THE TENETS

The six tenets by which NZDF wishes to engage with Industry are:

- Relationship based engagement,
- Long term focus,
- Alignment,
- Commitment,
- Trust, and
- Ethics, probity and conflict of interest avoidance.

Relationship based engagement

NZDF and Industry recognise that the traditional supplier-customer² relationship does not encourage the development and maintenance of a long term, mutually beneficial relationship. Both recognise that an environment where risk and reward are shared, innovation and continuous improvement are actively pursued, and open, honest communication is expected, is appropriate in a modern business relationship.

Long-term focus

NZDF and Industry intend that any relationship is formed as part of a long-term commitment by both to collaborate on matters of mutual interest, both commercial and non-commercial, to realise value.

Alignment

Both industry and NZDF will review and understand the needs of NZDF, how those needs are currently being met and by whom, and what potential there is to create alignment between NZDF's needs and industry capabilities. Alignment is required to clearly delineate between the responsibilities and accountabilities of both the 'decider' and the 'provider'.

Commitment

NZDF and Industry are committed to providing the required resources to ensure business success and longer-term growth within the scope of current contracts for services, and those that may be offered in the future. Both will strive for effective communication that seeks to remove replication, ensures best practice is applied and encourages innovation. Both recognise that success will depend on the full commitment of all employees involved and both will actively promote the development of employee understanding, skills and competency. Both will encourage and try to engage early (in the capability lifecycle) to enable innovation and realise value.

Trust

The relationship between NZDF and Industry is conducted with openness and co-operation, engendering the development of mutual trust, respect and confidence. Robust systems are in place to avoid conflict of business interests or disputes.

Ethics probity and conflict of interest avoidance

Compliance with ethics and probity are enshrined in NZDF's core values and like any public entity, NZDF is subject to external scrutiny. NZDF personnel abide by the Office of the Auditor General's guidance on avoidance of conflicts of interest.³ Nothing in this Engagement Framework undermines our requirement to doing the right thing and doing things right.

² Also known as 'master-slave' relationships

³ Controller and Auditor General
- Managing Conflicts of Interest: Guidance for Public Entities, 1 June 2007

EARLY ENGAGEMENT WITH DEFENCE

As part of the journey towards being an exemplar, a Framework to enable early engagement with industry is also required. Defence understands that in order to make optimal capability investment decisions, early access to market information about relative capabilities and risk is required.

Early engagement will allow risk-based decisions enabling Defence to be a smart customer and provide industry with the insight it needs to provide solutions. Early engagement will also foster and encourage innovation and support better decision-making.

NZDF encourages industry to initiate early engagement, and offer NZDF industry generated solutions in anticipation of future requirements and challenges. This type of engagement can occur within contract relationships or via an "Industry Initiated Unique Unsolicited Proposals."

The benefits of early engagement are:

- an informed understanding of the capabilities of industries with which Defence does, or may do business, and of the individual suppliers and potential suppliers within those industries;

- a better understanding by suppliers and potential suppliers of Defence, including:
 - Current and future requirements.
 - Interest in ensuring that the benefits of openness and competitiveness can be accessed in a gain-gain way.
 - Commitment to exploring and encouraging innovation and agility in the type of capability, product or service NZDF intends to procure and/or in the way in which it can be delivered and supported through life.
 - Commitment to innovative ownership and commercial arrangements and a willingness to examine options such as private finance initiatives (PFI) or public-private partnerships (PPP).
- utilising the experience, knowledge and expertise of external subject matter experts to inform, develop and validate capability requirements and options.

DEFENCE TOUCH POINTS & INTERACTION WITH INDUSTRY

Defence touch points with Industry are shown in Figure 3.

TYPICAL INDUSTRY/DEFENCE INTERACTION TYPES						
Early/ Proactive	Industry Forums Open Days and Committees	Advisors, Attaches, Consultants and Industry Experts	Product Demonstrations and Site Inspections	Industry Trade Shows	Supplier Visits and Tours	Market Sounding
	Invitations to Register Interest	Requests for Proposals	Letters of Request (Foreign Military Sales)	Questions and Answers	Tender Briefings	Due Diligence

Figure 3: Defence Industry Interaction and Touch Points

STAKEHOLDERS IN INDUSTRY ENGAGEMENT

There is an extensive range of stakeholders and enablers in the development and implementation of the Framework.

As a result, within NZDF and MoD, we have several staff available to help Industry navigate this engagement. Our team of Industry Engagement experts will assist Industry and external parties to engage with the relevant people in order to maximise efficiency for NZDF, MoD and Industry alike.

The contact details for these Industry Engagement personnel are listed on page 12. The team are able to assist with new and wider engagement across Defence. If an enquiry is in regard to a project currently in the tender process, industry should make contact through the SmartProcure contact listed.

SUCCESSFUL IMPLEMENTATION OF THE FRAMEWORK

WHAT WILL SUCCESS LOOK LIKE?

Successful implementation of the Framework for External and Industry Engagement will result in:

- NZDF being openly receptive to the value realised in its relationships with industry and external subject matter experts.

- Maintaining good two-way communication is important. NZDF, Industry and external parties should have the confidence to communicate their plans and requirements freely. This communication will extend to the information sought and provided in the early stages of capability definition.
- Requests for information from NZDF to Industry and external parties will seek ideas; including in the areas of through-life logistics and maintenance support, and cost and risk profiles based on user experience.
- NZDF and Industry will develop a good appreciation of the behaviours, cultures and constraints on the other party and are open and tolerant to alternative thinking.
- NZDF will balance business needs with appropriate protective security measures to protect information shared with, or exchanged between its partners.
- Knowledge sharing will be achieved regularly, with the ability to harness innovation from the knowledge, skills and experience (expertise) of Industry for effective achievement of NZDF outputs and outcomes that will become standard practice.
- Effective engagement of the enabling teams within NZDF at the right time in the procurement process will aid in NZDF's capability to engage early with Industry and optimise the opportunities that are offered.
- Industry are recognised and celebrated as an integral part of the "Force 4 NZ".

Successful engagement with External Parties & Industry should deliver:

- Improved business outcomes including access to leading thought, technology and innovation.
- Economies and efficiencies.
- Reduced or optimised total costs of ownership for major cost elements around equipment, and enabling functions.
- The ability to expose NZDF personnel and Industry partners to a range of knowledge, skills and experience in the commercial and military environment.
- The ability to blend the NZDF workforce to maximise the availability and capacity of our uniformed personnel, our non-uniformed personnel and our Industry partners.

ACHIEVING SUCCESSFUL FRAMEWORK IMPLEMENTATION

HOW WILL WE MEASURE SUCCESS?

Successful deployment of the Framework for External and Industry Engagement will have been achieved when:

- Industry is informed of NZDF's plans and intentions. The information provided by Industry supports optimal decision-making.
- NZDF is working seamlessly in conjunction with MOD through the Integrated project Teams (IPT) and Project Teams (PT) constructs to engage with Industry and external parties.
- Industry has the ability to interact early with both IPT's, PT's and potential Prime contractors through the capability definition, acquisition, procurement and sourcing processes.
- Industry and external parties are regularly engaged by NZDF through bilateral engagement, seminars and workshops leading to better understanding.
- Defence project teams, both IPT's and PT's, hold open days to showcase new and old capabilities that will require upgrade or future replacement.
- Supporting plans to this framework (e.g. early engagement, communication channels) have been collaboratively developed and promulgated.
- With the NZ Defence Industry Association, NZDF holds industry demonstrations where Industry explains and can demonstrate what it has to offer and Defence can show the military effects it creates with industry offerings.
- NZDF external parties and Industry consider each other to be a valued partner with good relationships maintained. These will be measured through regular surveys quantifying engagement satisfaction levels.

- International suppliers and manufacturers have partnered with domestic industries to create a strong commercial base; leading to stronger local economies, with value for money benefits to Defence and New Zealand.
- The success of the Framework will depend on the willingness and ability of external parties, Industry and NZDF to develop strong partnering arrangements and relationships.

In order to achieve this:

INDUSTRY IS EXPECTED TO:

- Be prepared to engage early and regularly with NZDF and IPT teams.
- Understand the drivers for NZDF and their requirements and resource constraints.
- Continually up-skill around tendering to ensure compliance with NZDF's obligations to Government Rules of Sourcing (GRoS).
- Articulate a product or service's unique selling points clearly, succinctly and honestly in terms of the value that NZDF will derive. Clearly explain the point of difference.
- Consider collaboration with other companies to meet NZDF requirements.
- Not assume past performance for NZDF will be recognised in new acquisitions, procurement or sourcing - ensure that each new bid or pitch details previous experience and performance with NZDF.
- Research the investment plans of NZDF and timelines.
- Understand that NZDF is moving from 'managing supplies' to 'managing suppliers'.
- Promote the mission and values of NZDF and MOD to employees and subcontractors.

NZDF IS EXPECTED TO:

- Develop, maintain and make available investment planning and project plans, to inform Industry of future opportunities.
- Engage as early as possible with external parties and Industry in the capability lifecycle. This means that options can be identified and optimal capability and business decisions can be made.
- Clearly and succinctly articulate the outcome sought and the process to be undertaken – act as a smart buyer.
- Abide by the Five Principles of Government Procurement and the GRoS.
- Ensure that the debrief process is robust, informed and adds value to suppliers, be they successful or unsuccessful.
- Continuously up-skill and empower teams to develop their commercial skills and capability.
- Maintain pathways through Industry Engagement teams for external parties and Industry to engage with NZDF and MoD.
- Develop and deploy communication channels that enable Industry to keep up to date with capability requirements and developments within NZDF and MoD.
- Establish feedback mechanisms for Industry to comment on procurement engagement, and undertake an annual engagement survey.
- Actively encourage and monitor the prime supply chain relationships to encourage and support collaborative and partnering behaviours.
- Develop and maintain a supplier performance database measuring suppliers' performance.
- Progressively simplify and standardise NZDF and MoD acquisition, procurement and sourcing documentation to the greatest extent possible.
- Engage Defence Attachés to provide insight into international markets to New Zealand partners and companies as required.
- Remain receptive to Industry generated solutions and open to new ways of doing business or achieving outcomes.
- Respect confidentiality and safeguard commercially sensitive information.
- Fulfil our contractual commitments to existing suppliers and industry partners.

MAKING CONTACT

NEW ZEALAND DEFENCE FORCE	
Name	Details & Contact
Mrs Debbie Howarth <i>Director, Industry Engagement</i>	Telephone: +64 9 417 7769 Mobile: +64 21 916 382 E-mail: industry@nzdf.mil.nz
Mr Richard Harrison <i>NZDF Capability Branch External Relationship Manager</i>	Mobile: +64 21 902 814 E-mail: industry@nzdf.mil.nz
MINISTRY OF DEFENCE	
Name	Details & Contact
Ms Stephanie Dillon <i>Chief Advisor, Defence Industry & International Engagement</i>	Telephone: +64 4 496 0644 Mobile: +64 21 517 310 E-mail: industry@defence.govt.nz
Ms Kate Lukins <i>Defence Industry Co-ordinator</i>	Telephone: +64 4 496 06865 E-mail: industry@defence.govt.nz

HOW TO ENGAGE

There are a multitude of channels available to industry to remain informed and enable continued engagement with the Ministry of Defence and the NZDF.

PROCUREMENT SITES:

Formal Procurement opportunities are published on the following procurement sites:

Government Electronic Tenders:	www.gets.govt.nz
NZDF Procurement:	nzdf.bravosolution.com
MBIE:	www.mbie.govt.nz/

WEBSITES:

New Zealand Defence Force:	www.nzdf.mil.nz
Ministry of Defence:	www.defence.govt.nz

TRADE EVENTS:

Personnel from NZDF attend industry events throughout the country and specific international events in order to build relationships with industry and to inform business decisions.

The main New Zealand event where engagement between NZDF and industry occurs is the annual New Zealand Defence Industry Association Forum.

INDUSTRY ASSOCIATIONS:

NZDF is engaged with a number of industry associations. The New Zealand Defence Industry Association is the lead partner association regarding engagement with industry

NZDIA:	www.nzdia.co.nz
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GOVERNMENT:

NZDF is engaged with a number of Government agencies:

- Callaghan Innovation
- Ministry of Business Innovation and Employment
- New Zealand Trade and Enterprise
- Ministry of Foreign Affairs and Trade
- New Zealand Police
- Department of Corrections
- Ministry of Primary Industries
- New Zealand Customs

LINKEDIN:

Members of industry can join the NZ Defence – Industry group.

The group was set up to encourage interaction between suppliers and the NZDF.

FACEBOOK:

There are a number of Facebook pages which enable industry and members of the public to engage with the NZDF. They include NZDF, Royal New Zealand Navy, Royal New Zealand Airforce and NZ Army.

CONCLUSION

There is a critical interdependence between Defence and its commercial, external and Industry partners. Defence requires the best from external parties and Industry to deliver capability projects on time and to budget, just as Industry requires Defence to support and trust the partners it contracts with, in order to maintain their ongoing viability.

The Ministry of Defence and New Zealand Defence Force manage capability in partnership with the Secretary of Defence, who is accountable for the definition and acquisition of major capability and the Chief of Defence Force accountable for introduction into service, through life support, and disposal, as well as the acquisition of minor military capability. Together, the Ministry and Defence Force act as Defence in operating the defence capability lifecycle as a 'system of systems'.

Together, Defence now takes a whole-of-life and total-cost-of-ownership focus when acquiring, supporting and maintaining military capabilities. It draws on a mix of international and local suppliers to maximise value for money for New Zealand. New Zealand-based industry benefits from sharing in Defence's adoption of new technology and is able to increase its scale of activities through innovative partnering with international suppliers and Defence.

Defence acknowledges that industry has a key role in assisting it to maintain a modern, credible, and capable Defence Force. Defence recognises industry's requirement to develop their businesses and industry recognises that Defence must be able to demonstrate value for money for goods and services gained externally. Industry, other government agencies and Defence need to work as a team, and often as partners, to provide the means by which Defence Force outputs and outcomes can be achieved successfully.

What Defence needs most from its industry partners is the ability to fill gaps in its capabilities, capacities, knowledge, skills and experience with industry capabilities and capacity. The NZDF Industry Engagement Framework sets out the framework for which NZDF and Industry can continue to engage more effectively in the future. This is best described as 'Partnering for Greater Effect'.

FRAMEWORK REVIEW

This Framework is a living strategic document. It will be reviewed bi annually or earlier if there is a significant date commencing October, 2018. Industry will be invited to participate in each review directly with Defence and through the NZ Defence Industry Association.

KEY DOCUMENTS

The following documents provide further insight and clarity to Industry and bring the Framework to life.

- Defence White Paper 2016
- Defence Capability Plan
- NZDF Annual Procurement Plan
- MoD Early Engagement Framework
- MoD Smart customers and smart suppliers
- NZDF Commercial Strategy
- Defence Industry Security Guide
- Strategic Defence Policy Statement 2018

ACRONYMS

4YRP	Four Year Resource Plan
10YPAP	Defence 10 Year Procurement & Acquisition Plan
CJDS	Chief, Joint Defence Services
CMB	Capability Management Board
COMLOG	Commander Logistics
CSG	Capability Steering Group
FEIE	NZDF Framework for External and Industry Engagement
DIA	Defence Industry Association
DCP	Defence Capital Plan/s
DIAC	Defence Industry Advisory Council
DISP	Defence Industry Security Programme
GCIO	Government Communications Information Office
GRoS	Government Rules of Sourcing, 3rd Ed, May 2015
IP	Intellectual Property
IPT	Integrated Project Team
JDS	Joint Defence Services
MBIE	Ministry of Business, Innovation and Employment
MoD	Ministry of Defence
NZDF	New Zealand Defence Force
NZDIA	New Zealand Defence Industry Association
PMO	Portfolio Management Office
PSR	Protective Security Requirements
PT	Project Teams
T's & C's	Contract Terms and Conditions

REFERENCES

A	Government Rules of Sourcing, 3rd Edition, March 2015
B	Defence Industry, Optimising NZ Industry Involvement in The NZ Defence Sector, MoD Evaluation, October 2014
C	Managing Conflicts of Interest, Controller & Auditor General, June 2007

