

# Masterplan for the Commercial Forestry Sector in South Africa: 2020 – 2025

## Annexure C: Governance Structure and Institutional Arrangement

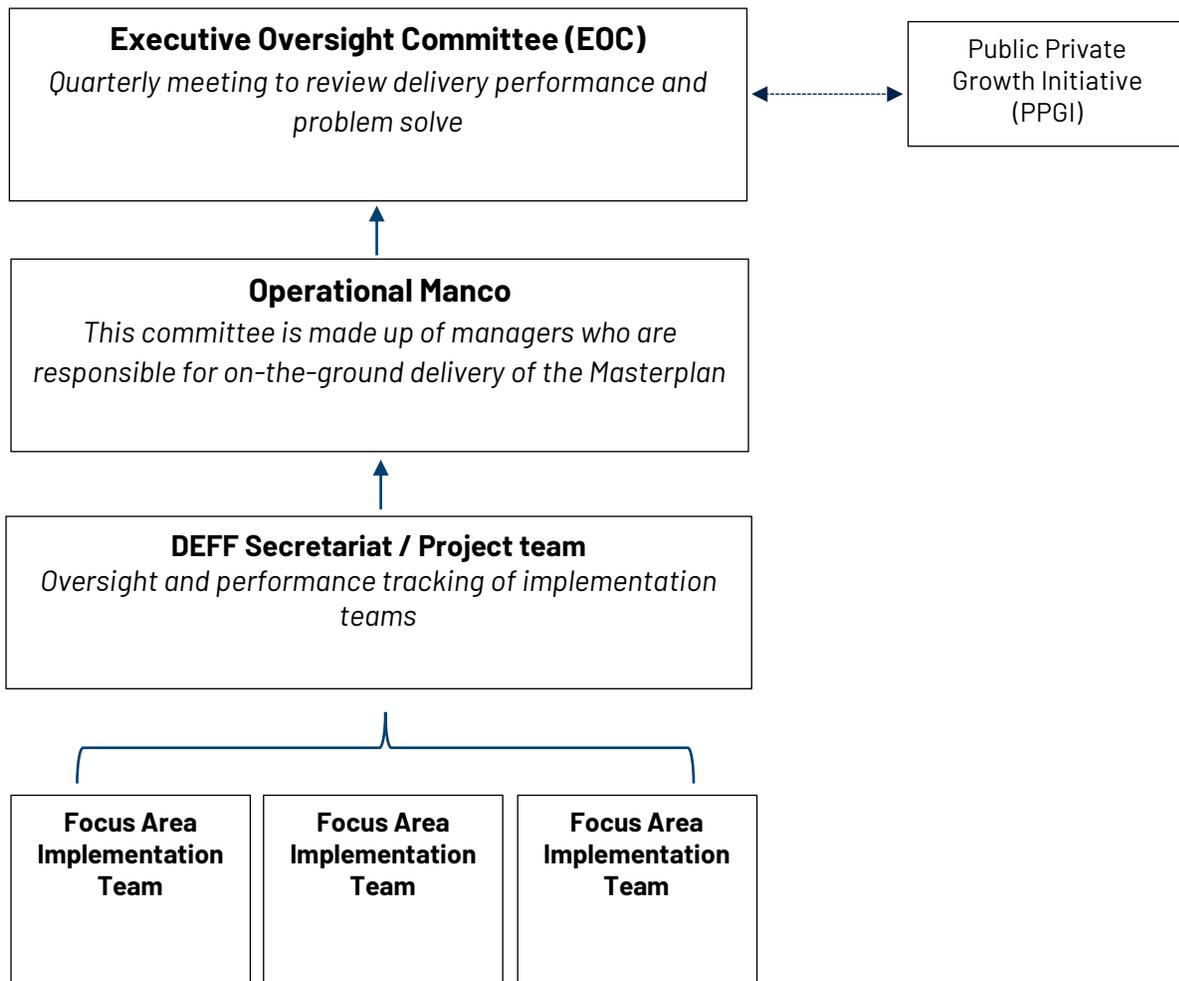
### Introduction

From October 2020, the Forestry Sector Masterplan will move into the implementation phase. This Annexure addresses the governance structure to support implementation.

### Governance Structure

While DEFF is the lead government department, there are multiple government departments, industry associations, agencies and businesses which are responsible for delivery of this plan. As such, the figure below illustrates the governance structure to review the performance of the Masterplan, accommodating input from all stakeholders.

**Figure 1: The Masterplan Governance Structure**



The purpose and composition/ membership of each committee is described below:

**1. Executive Oversight Committee (EOC):**

- The EOC constitutes decision-makers responsible for the delivery of the Masterplan.
- The EOC will meet quarterly to review the performance of the Masterplan, as well as problem solve or unblock challenges that are impeding delivery.
- The EOC is supported by the DEFF secretariat.
- Broad category of representation: responsible government departments, labour, industry, specialist entities.

**2. Operational Manco:**

- This committee is made up of managers representing the key stakeholders, who are responsible for on-the-ground delivery of the Masterplan.
- The Operational Manco is responsible for assessing the status of implementation of the Masterplan.
- It is proposed that the Operational Manco meets quarterly, at least two weeks before the Executive Oversight Committee, with DEFF being the Secretariat.
- Broad category of representation: responsible government departments, labour, industry, specialist entities.

**3. DEFF Secretariat / Project team**

- As the lead department, DEFF will constitute the Secretariat that will support the Manco and the EOC, ensuring that all the relevant documentation and progress reports are provided to the respective committees.
- This responsibility will also include the co-ordination of the work being implemented by the various government departments and other stakeholders, ensuring that they report as required by the detailed implementation plan.
- In addition, DEFF will be responsible for the co-ordination of the M&E plan.

**4. Implementation teams**

- There is a high number of departments / other stakeholders responsible for the actual delivery of the Masterplan. Each will need to appoint responsible personnel, with each establishing formal communication lines with the DEFF Secretariat.
- Each Focus Area will have a lead, who is responsible coordinating input from that focus area.

**5. Public Private Growth Initiative (PPGI)**

- The PPGI is a stakeholder in the Forestry Sector Masterplan, with a special remit to report to the President on specific forestry KPIs, projects and constraints. The PPGI meets the President biannually to review performance of the PPGI sectors and projects.

- Therefore, it is proposed that the Operational Manco and the EOC agree a *modus operandi* for reports to the PPGI, to enable the PPGI performance tracking process and report-backs to the President.

### Masterplan Support

To support the delivery of the Forestry Masterplan, the following dedicated capacity is recommended:

1. *Masterplan Project Lead*: A dedicated official be appointed in DFFE, whose responsibility is to ensure the Masterplan is delivered. The Masterplan project lead will be responsible for liaising with all other implementing agents and departments to get feedback on progress, as well as ensure the data as per the M&E plan is being collected and submitted.
2. *Data Analyst*: The data analyst will be responsible for collating, analysing and visualising the data received from the various stakeholders. This includes data from DEFF, along with other lead departments responsible for delivery and data collection. The Data Analyst will provide analysis and visuals that will feed into the reports tabled at the Operational Manco and Executive Oversight Committee.

### Main Contact Point per implementation entity

The Implementation plan identifies the lead and support organisation responsible for delivery. The table below contains the contact details of the relevant members of the organizations, who have been involved in the Masterplan development. The DEFF Secretariat / project team will need to liaise with this contact person (or any alternative who is identified) to obtain an update on actions and deliverables, and to submit the required evidence or data as is required in the M&E Plan.

**Table x: Contact details of individuals within each department**

Organization	Name	Contact details
CREST	Johann Mouton	jm6@sun.ac.za
DARDLR	Cindy Benyane/ Irene Sinovich	cindy.benyane@drdlr.gov.za Irene.Sinovich@drdlr.gov.za
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DEFF (Environ Branch)	Sabelo Malaza	smalaza@environment.gov.za
DPE	Keneilwe Mabena	keneilwe.mabena@dpe.gov.za
DSI	Konanani Rashamuse	Konanani.Rashamuse@dst.gov.za
DTIC	Tafadzwa Nyanzunda	TNyanzunda@thedti.gov.za

DWS	Naomi Fourie	FourieN@dws.gov.za
FABI	Bernard Slippers	bernard.slippers@up.ac.za
Forestry Charter Council	Makhosazana Mavimbela	makhosazana@forestsectorcharter.co.za
Forestry South Africa	Michael Peter	mike@forestrysouthafrica.co.za
FP&M SETA	Johnny Modiba	JohnnyM@fpmseta.org.za
NRCS	Thomas Madzivhe	Thomas.Madzivhe@nracs.org.za
PAMSA	Jane Molony	jane.molony@pamsa.co.za
SAUPA	Pierre Tullis	pierre@saupa.co.za
SSA	Roy Southey	sawmillingsa@icloud.com
IDC	Steven Ngubane	stevenng@idc.co.za
Transnet Freight	Sifiso Nzimande	Sifiso.Nzimande@transnet.net
Departments relevant to implementation but not part of the development of the Masterplan		
SARS		
Department of Justice		
Department of Transport (Provincial Departments)		
SAPS		