



the dwaf

DEPARTMENT OF WATER AFFAIRS AND FORESTRY

Forestry Reorganisation & Change: National Office

*Detailed Organisation Design
Recommendations for Forestry P & R*

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June 2005

Executive Summary

To be completed for final submission

Table of Contents

Executive Summary	i
1 Introduction.....	1
2 Background.....	1
2.1 Overview of the organisational design within the context of overall change management	1
2.2 The Strategic Context.....	2
2.3 Policy and Legal Context.....	3
2.4 Explanatory notes.....	3
3 Organisational Design.....	5
4 The roles of Top Management and the FFMC	7
5 High-Level Structure for the Forestry Function	8
6 Core business processes in the Forestry Function and their implications for organisational design	9
7 The relationship between Policy and Regulation and Operations	11
8 Key Issues Requiring Organisational Clarification.....	13
9 Forest Policy and Strategy	17
9.1 Responsibilities and functions	17
9.1.1 Organisational Structure	18
9.2 Senior Manager: Forest Policy and Strategy	18
9.2.1 Sector Liaison Manager.....	19
9.2.2 Sector Foresight Manager.....	21
9.2.3 Policy and Strategy Development Manager.....	25
9.2.4 Administrative Support.....	28
9.2.5 Resourcing Considerations	29
10 Forest Technical and Information Services	30
10.1 Responsibilities and functions.....	30
10.1.1 Organisational Structure	31
10.2 Senior Manager: Technical and Information Services	31
10.2.1 Forest Information Systems Manager.....	32
10.2.2 Knowledge and Strategic Information Manager.....	36
10.2.3 Forest Technical Services Manager	39
10.2.4 Resourcing Considerations	41
11 Forestry Development (previously Participative Forestry).....	42
11.1 Functions and Responsibilities	42
11.1.2 Organisational Structure	43
11.2 Senior Manager: Participative Forestry.....	43
11.2.2 Household Livelihoods Manager.....	44
11.2.3 Enterprise Development Manager.....	46
11.2.4 Local Development Specialist.....	48
11.2.5 Administrative Support.....	50
11.2.6 Resourcing Considerations	50
12 Forestry Regulation.....	52
12.1 Responsibilities and functions.....	52
12.2 Organisational Structure	54
12.3 Senior Manager: Forestry Regulation	54

12.3.1	National Forests Act Oversight Manager	55
12.3.2	Forests Land Manager	59
12.3.3	Veldfires Oversight Manager	62
12.3.4	Forestry Capacity Development Coordinator	66
12.4	Resourcing Considerations	68
13	Conclusion and Way Forward	69
13.1	Main Changes in the Organisational Design	69
13.2	Implications for Migration	69
13.3	Next Steps	69
	ANNEXURE. DEFINITION OF TERMS	71

1 Introduction

This report presents the detailed organisational structure (with roles, responsibilities, outputs and activities for each entity), informed by other organisational design considerations, such as systems, culture and expertise. The recommendations it contains are based upon principles applied in the organisational design, as follows:

- Purpose: the way the function is organised should fit the overall purpose of Forestry P&R and the separate but supporting purpose of each particular component
- Differentiation, focus and complementarity: the components (e.g. Directorates) within the function should each have a different and appropriate focus but each being complementary to the other
- Leadership and professionalism: the way the organisation is structured should be such that each component may achieve leadership in its discipline and maximise its professional competence within the designated area of focus.
- Transformation: the design should be such that it accommodates and promotes innovation in service delivery and the effective and efficient addressing of new imperatives and opportunities.
- Efficiency: the overall design and each component of it should be such that it maximises the efficiency of service delivery of the component as well as the Function as a whole.

These principles have been followed throughout in the design of Directorates and the components within each.

A separate note deals with the role and function of Forestry Support in Operations, and a third document sets out the roles and responsibilities of the Forestry Function in the Clusters.

This document thus reflects a strategic perspective on the high-level organisational design, taking account of the evolving understanding of the roles and inter-relationships between Forestry components at National Office and with the Cluster Forestry components including Forestry Support in Regional Coordination and Support. This has culminated in the detailed unpacking of the organisational design into organograms, functions, key outputs and results areas, and activities associated with each entity in P&R Forestry and Forestry Support (Regions).

2 Background

2.1 Overview of the organisational design within the context of overall change management

The Forestry Function in DWAF has been undergoing institutional and organisational change for the past five years, as driven by the White Paper on Sustainable Forestry Development and the medium term strategic imperatives.

Following an analysis of the high level organisational design, Forestry at National Office was re-organised in April 2003. This re-organisation into a new P&R function for forestry was

planned over a three month period and was created from the existing posts available from the old 'commercial', 'conservation' and 'community' forestry directorates that were bolted-on to the already existing 'Policy' and 'Regulation' Directorates.

For the past 12 months (May 2004-May 2005), Forestry at National Office has been assessing the effectiveness of that re-organisation and has been working to improve how it executes its responsibilities and delivers its services to its main stakeholders: DWAF Management, DWAF Clusters and the Public.

This assessment has formed part of an overall change management process in the Forestry function through the development of a vision to guide further change, an analysis of Forestry's core business processes; the development of new strategic Key Focus Areas that relate to Government's policy priorities as outlined in its medium-term strategic framework and the establishment of strategies for new functions.

Special attention has been given to clarifying the role and responsibility of each entity in the Function as a whole, and especially the relationship between Forestry P&R and Forestry Operations (Forestry Support, and the Clusters). This report has recommendations for clear role definitions for each entity within the P&R component of the Forestry Function in the National Office, while making the linkages to the Operations components equally clear, in conformity with the matrix management model.

2.2 The Strategic Context

Forestry can and does play a key role in economic growth, in encouraging enterprise development and in providing a safety net for the poor in terms of energy and subsistence products. DWAF has sharpened its focus on the national development objectives as set out in the 2005 State of the Nation Address and given the sector's potential, the forestry management team has applied itself to how forestry in DWAF can improve its support for these.

Increasing the rate of growth and productive investment in Forestry

Forestry at National Office has to build its capacity to put in place the systems and strategies that will enable DWAF to play a stronger role in accelerating the growth of forestry in the economy and broaden its productive base.

Encouraging links between the first and second economies through employment and enterprise development

Forestry has traditionally been a manager of State forests, but the recent expansion of development-focused forestry advisory services in DWAF Clusters has increased the demand for services from National Office to help them promote opportunities for the participation of marginalized communities in forest-based economic activities.

Social development, income support and mobilising human resources

Nationally DWAF Forestry needs to both understand and quantify the role forests play in the social wage of rural households and ensure that there is sufficient competence in the forestry sector to maintain its sustainable development.

Improving the State's capacity to promote growth, broaden development and combat crime

Nationally, DWAF-Forestry must develop, implement and monitor tools for improving the capacity and effectiveness of agents to whom responsibility for delivering forestry services is delegated or transferred.

In addition, the Minister's recent lekgotla concluded emphatically that among other things, the Department's leadership role as government's agent in its relevant sectors, including forestry, should be built and reinforced, specifically to develop and sustain the right capacity

to lead, develop, manage, protect, regulate and transform the sector.

The current establishment in Forestry P&R, whilst adequate as a fledgling P&R Unit in 2003, now requires reinforcement to enable DWAF to deliver on its commitments and strategic intent.

The process of transferring the management of assets to third-party agents is well advanced, allowing the Forestry Function now to focus closely on its new role. The incoming strategic plan, as well as the contents of this present document, reflects this fresh focus, and this document in turn supports and complements the contents of the emerging 2005/2006 strategic plans for the Forestry Function.

Accordingly, the vision and strategy of the Forestry Function have been clarified and focused, taking account of overall government strategy and programmes (such as the Extended Public Works Programme, the Urban Renewal Programme, and the Integrated Sustainable Rural Development Programme) and the key instruments of development, such as Provincial Growth and Development Strategies and local Integrated Development Plans. The Department intends through this vision and strategy to establish an acknowledged leadership in the sector, to play government's required role

2.3 Policy and Legal Context

The 1996 White Paper on Sustainable Forestry Development outlines DWAF's roles as the Forestry Sector Leader:

1. To regulate, enforce and promote the sector.
2. To develop policy and strategy and oversee its implementation.
3. To generate and disseminate information from monitoring, evaluation and research, engaging stakeholders in debate about the implications of the findings.
4. To work with the DTI on industrial policy for the forest sector, so that its comparative advantage is maintained and in collaboration with other Departments develop ways of increasing the role of small and medium farmers and of small, medium and micro enterprises in this sector.
5. Within a national framework of sustainable forest development, work with the industry and other stakeholders to enable the development and implementation of legally recognised criteria and indicators of sustainability and the certification of forest products from sustainably managed forests.

In the past, forestry took cognisance of these roles, but remained fixed on the management of State forest assets. Forestry P&R has now aligned itself to enable DWAF achieve these five key roles.

The National Forests Act (84 of 1998) and the National Veld and Forests Fire Act (104 of 1998) provided the legal basis for implementation of the forestry policy. As they laws have been promulgated and related regulations developed and rolled-out it has become increasingly obvious that the P&R function of forestry has to be further strengthened to enable capacity for implementation and administration of the legislation to be developed.

2.4 Explanatory notes

For the purposes of this report, the scope of the overall service provided by the Forestry Function is defined as including three spheres, i.e.:

- DWAF staff

- Third-party managers of State forests, i.e. non-DWAF forest managers such as lessees, or assignees like SANPARKS, and fire risk-management entities – Fire Protection Associations and others
- Communities with forest and woodland resources on their land, particular resource users, and emerging forestry enterprises, i.e. all direct stakeholders requiring their capacity to be developed, or institutions to be strengthened.

This report includes organograms for each Directorate. However, though the organograms show the recommended structure for the functions within Forestry, they do not necessarily indicate a post structure. Final post structures and organograms depend on job descriptions, job evaluations, and detailed OMS studies.

The organogram for each Directorate includes a function titled Admin Support. The details for this function needs clarification with OMS and Corporate Services before final definition.

Finally, clear definition of roles and functions depends on a consistent terminology. Terms used in this document have the exact meanings specified in the annexure “Definition of terms”.

3 Organisational Design

The Forestry Change Programme has adopted a well-researched and proven approach to organisation design developed by Jay Gailbraith. The approach ensures that structure is not developed in isolation of strategic imperatives, business processes, organisation culture, performance management and human resource challenges.

Progress and key issues are summarised in the following table:

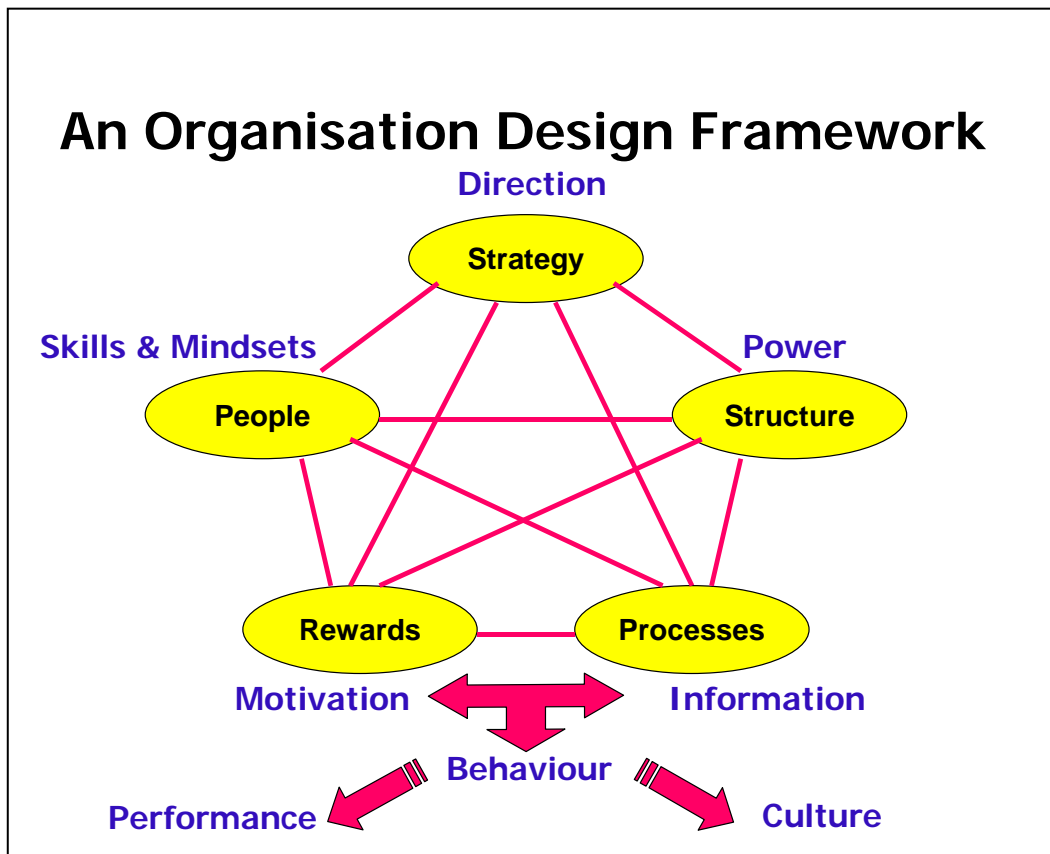


Table 1. The system for institutional development. Coordinated progress is needed in each element of the system if the change process is to succeed. Further Action identified may be undertaken by DWAF with consultant support where required.

OD Dimension	Key Issue	Progress and Action Required
Strategy	<p>The strategy specifies the goals and objectives to be achieved as well as the values and missions to be pursued; it sets out the basic direction of DWAF Forestry. Traditionally, strategy is the first component of the star model to be addressed. It is important in the organisation design process because it establishes the criteria for choosing among alternative organisational forms. Choosing design alternatives for Forestry inevitably involves making trade-offs. Strategy dictates which activities are most necessary, thereby providing the basis for making the best trade-offs in the organisation design.</p>	<p>Progress</p> <ul style="list-style-type: none"> • <i>New Forestry Vision</i> • <i>Revised KFAs</i> • <i>Aligned Strategic Plans</i> • <i>Refine Strategic Plans</i> <p>Further Action</p> <ul style="list-style-type: none"> • <i>Budget implications of the OD</i> • <i>Align Performance Contracts</i> • <i>Robust Strategic Planning Reporting system</i>
Processes	<p>Information and decision processes cut across Forestry's structure; if structure is thought of as the anatomy of the organisation, processes are its physiology or functioning. Management processes are both vertical and horizontal.</p> <p>Vertical processes allocate the scarce resources of functions and talent. Vertical processes are usually business planning and budgeting processes. Horizontal – also known as lateral-processes are designed to work around the workflow – for example, the monitoring and evaluation business processes. These management processes are becoming the primary vehicle for managing in today's organisations. Lateral processes can be carried out in a range of ways, from performance contracts between managers to complex and formally supervised project teams using DWAF's matrix management protocol. Both vertical and horizontal processes have been taken into account for the recommended organisation design for Forestry</p>	<p>Progress</p> <ul style="list-style-type: none"> • <i>"As is" business processes reviewed and mapped</i> • <i>"To be" business processes mapped</i> • <i>Bottlenecks and risks identified</i> • <i>Core business processes defined to levels adequate to further improvement</i> • <i>Training of Managers in BPA</i> <p>Further Action</p> <ul style="list-style-type: none"> • <i>Business process improvement linked to Strategic plans</i> • <i>Management processes mapped and analysed</i> • <i>Processes printed and marketed</i>
Performance Management (i.e., Reward)	<p>The purpose of the performance management system is to align the goals of the employee with the goals of the organisation. It provides motivation and incentive for the completion of the strategic direction. In the corporate sector the organisation's rewards system defines policies regulating salaries, promotions, profit sharing, stock options and so on. DWAF however is governed and in some cases constrained by Public Service Regulations. Nevertheless, there is increasing flexibility from the DPSA in the way in which each department develops reward strategies and that these may not necessarily include financial rewards. For example, there is an increasing practice in all organisations of offering non-monetary rewards such as recognition or challenging assignments.</p> <p>The star model suggests that the rewards system must be congruent with the structure and processes to influence the strategic direction. It will be critical to take rewards systems such as performance management into account when implementing Forestry's organisation design, particularly in supporting the development of cross-functional business processes in Forestry.</p>	<p>Progress</p> <ul style="list-style-type: none"> • <i>Performance Contract template modified to include a Balanced Scorecard approach</i> • <i>Integrated Performance Management approach discussed i.e., Linking Strategy to Performance Contracts to Work Plans to Budget to reporting</i> • <i>Developed Performance Contracts</i> <p>Further Action</p> <ul style="list-style-type: none"> • <i>Provide training on performance counselling</i> • <i>Provide recommendations to CD: HR on improvements required to DWAF's performance management system/policy</i> • <i>Review rewards strategy and make recommendations</i>

<p>People</p>	<p>This area governs the human resource policies of grading, recruiting, selection, rotation, training and development. Human resource policies – in the appropriate – combinations – produce the talent that is required by the strategy and structure of the organisation, generating the skills and mind-sets necessary to implement its chosen direction. Like the policy choices in other areas, these policies work best when consistent with other connecting design areas. Human resource policies also build the organisational capabilities to execute the strategic direction. Flexible organisations require flexible people. These policies have been developed by CD: HR within DWAF. Although the policies need to be applied in Forestry, the OD process has ensured that improvement recommendations have been provided to Corporate Services. For example, a new generic template for Job Descriptions has been redesigned through the WFSP project.</p> <p>As the layout of the star model illustrates, structure is only one facet of an organisation’s design. This fact is important because most design efforts invest far too much time drawing the organisation chart and far too little on processes and rewards. Best practice trends indicate that structure is becoming less important, while processes, rewards, and people are becoming more important.</p>	<p>Progress</p> <ul style="list-style-type: none"> • <i>Comprehensive Capacity Development strategy</i> • <i>Job Analysis expert panel in place</i> • <i>Job Description template revised and currently being implemented</i> • <i>Matrix Management approach refined</i> • <i>Management Development Programme</i> • <i>Job Descriptions for Forestry P & R</i> <p>Further Action</p> <ul style="list-style-type: none"> • <i>Job Evaluations where required</i> • <i>Organisational Culture review with Action Plan</i> • <i>Change readiness assessment</i>
<p>Structure</p>	<p>The structure of the organisation determines the placement of power and decision-making (delegations) in Forestry P & R. Structure policies fall into four areas:</p> <ul style="list-style-type: none"> • Specialisation: refers to the type and numbers of job specialties used in performing the work. In general, it can be said that Forestry has a high degree of specialisation areas. In general, the greater the number of specialties, the better the subtask performance. But specialization also makes it difficult to integrate subtasks into the performance of the whole task. Today, the trend is towards less specialization and more rotation in low to medium skills sets. A further development is the move towards managing knowledge and expertise captured into databases and delivered to teams by new information devices and solutions (that FTIS will provide). The organisation design recommendations in this report take cognizance of the number of specialized skills necessary to achieve Forestry’s new Vision. • Shape: refers to the number of people constituting the functional components of Forestry (that is, the span of control) at each level of the structure. Spans of control vary considerably throughout P & R. In general, the number of people forming Chief Directorates and Directorates at each hierarchical level determines spans. The more people, the fewer the levels with the tendency being towards wider spans and flatter structures. Spans are more easily analysed and changed, but it should be noted that levels are more difficult to change. The organisation design recommendations factor in more efficient ways in which business processes can be achieved through wider spans of control. According to recent research, it is quite possible to observe companies following the traditional management model, choosing spans of about seven. More delegation and goal setting can lead to spans of around seventeen. As business processes become increasingly developed in Forestry, greater delegations and spans become possible. 	<p>Progress</p> <ul style="list-style-type: none"> • <i>Functional analysis</i> • <i>Detailed organisation design</i> • <i>Functional Knowledge workshops (partly completed)</i> <p>Further Action</p> <ul style="list-style-type: none"> • <i>Functional knowledge workshops</i> • <i>Transformation opportunities</i> • <i>Matrix management & cross-cutting projects</i> • <i>Communication of structure to core business</i> • <i>Communication of structure to external stakeholders</i> • <i>Budget for the structure</i> • <i>Final establishment</i> • <i>Delegations</i> • <i>Sourcing Strategy</i>

	<ul style="list-style-type: none">• Distribution of Power: in its vertical dimension refers to the classic issues of centralization or decentralization. This a key issue in Forestry particularly as it pertains to functional roles and responsibilities between Clusters and P & R. The lateral dimension refers to the movement of power (including decision-making and delegations) to the Forestry component dealing directly with the issues critical to the Strategic Plan. DWAF's matrix management system is especially relevant in this area.• Departmentalisation: is the basis for forming directorates at each level of the structure. The standard dimensions on which structure is formed are:<ul style="list-style-type: none">• Functional Structures• Geographic Structures• Process Structures• Customer/Client Structures• Product and Service Structures	
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The organisation design for the Forestry Function has followed a standard approach adopted throughout DWAF. Although a new detailed OD has been developed, P&R in the Forestry Function now needs to implement the structure recommendations. Further work is required to ensure that the OD dimensions delineated in the Star model are improved in a coordinated manner so that causal linkages can be made. The following sections outline the Organisation Design for Forestry P & R S in greater detail.

4 The roles of Top Management and the FFMC

The functioning of Forestry P&R is subject to the higher-level roles set out below, and the organisational design that follows is cognisant of these roles with their responsibilities.

The Director-General:

- Approves the Forestry Programme as a whole and its MTEF
- Approves forest policy, strategy and implementation initiatives or programmes that affect the forest sector or the Forestry Programme as a whole
- Exercises government's overall leadership role in the sector
- Represents the sector in the Presidential Clusters.

The Senior Executive Manager: Policy and Regulation

- Is the Champion for the Forestry Function in DWAF
- Directs and leads the strategy for the P&R component of the Forestry Function
- Approves the strategic plan and budget of the P&R component of the Forestry Function
- With the DDG Regions, integrates and coordinates the Forestry Function as a whole
- Briefs the DG on his or her leadership initiatives in the sector
- Exercises leadership on behalf of Forestry P&R in the national and international spheres

The Executive Manager: Forestry:

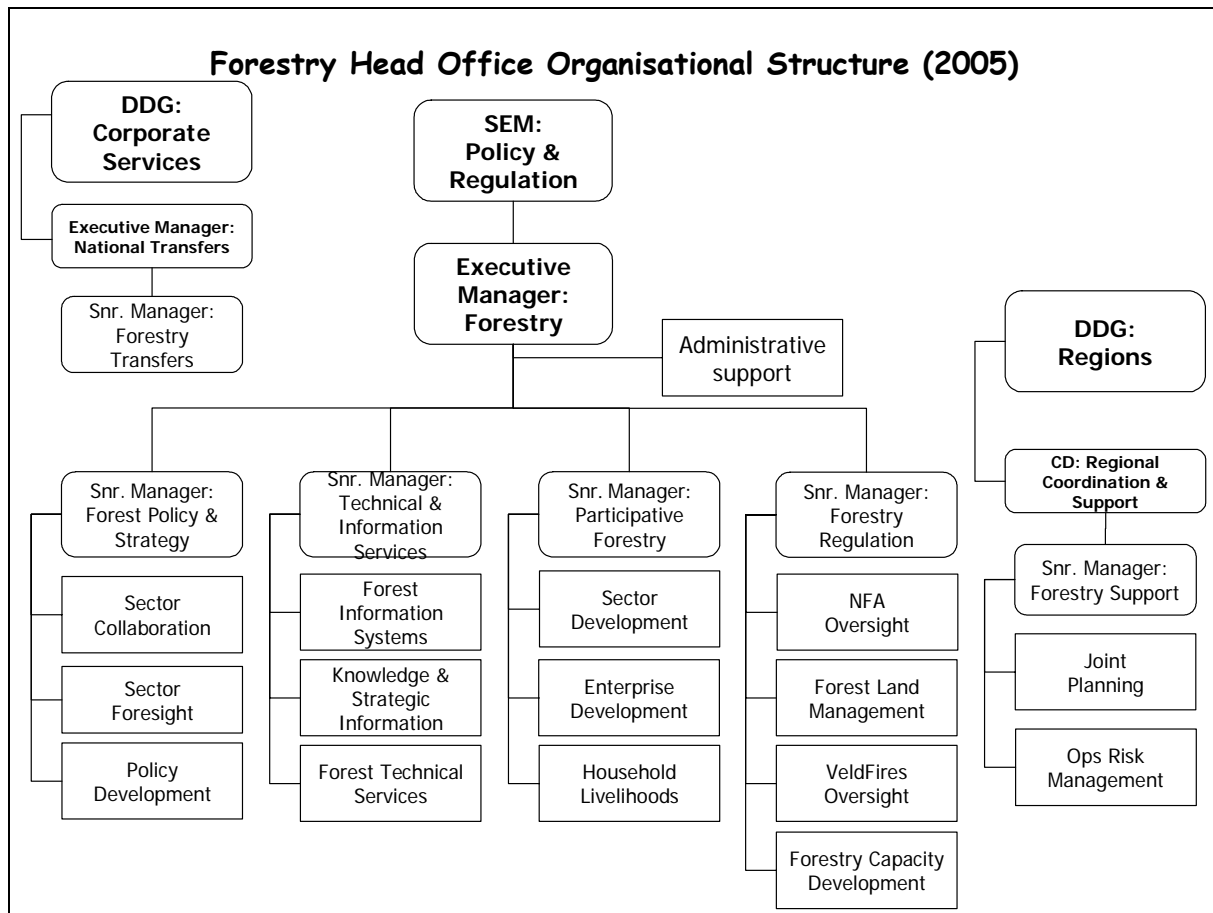
- Leads and manages, and is accountable for, the strategy and business plan for the P&R component of the Forestry Function
Briefs the DDG on his or her leadership initiatives in the sector
- Exercises leadership on behalf of Forestry P&R among sector stakeholders
- Coordinates the rollout of Forestry Function initiatives with Regional Coordination and Support.

The FFMC serves as the point of final recommendation on forest policy, strategy and implementation initiatives or programmes, for approval by Top Management. It also serves as a clearinghouse for external initiatives, e.g. requests from the Minister.

5 High-Level Structure for the Forestry Function

The high-level structure that has been refined from the 2003 RCC approved structure is presented in the following figure. For a discussion of the nature and rationale for this structure and the changes, see *Forestry Reorganisation and Change: National Office – Strategic Perspective on the High Level Organisational Design*.

At the time of writing, a new entity within Regional Coordination and Support for the management and rehabilitation of Category B and C forestry assets was under consideration.



6 Core business processes in the Forestry Function and their implications for organisational design

A business process is a defined sequence of steps and their activities, which is the necessary minimum for the successful and efficient delivery of a business output or deliverable that meets the expectations of the client. Any effective organisation requires a valid and adequately defined business process to manage its business efficiently, and as a basis for continuous improvement to its operations. It is a prerequisite to service delivery improvement.

The request from the Director General, through the SEM P&R (29th June 2004) led to the commissioning of work where the requirement was to map the key business processes and the identification of related risks and to indicate those processes that Forestry has already mapped and those it was planning to document.

The table below summarises the outcome of this work to date. Process maps and definitions are available in separate documents.

Not included in the table are crosscutting processes. Crosscutting processes that are important include the generic “corporate” processes (such as financial management, recruitment, and procurement of goods and services) as well as technical processes. The technical processes that are important, and the tentative championship for each, are as follows:

- Monitoring and Evaluation: FTIS
- Forest-Sector Stakeholder Consultation: FP&S.

Each process has been assigned to a Directorate as “champion” of the process, i.e. as being the Directorate that is responsible for the quality control in the process and the ongoing continuous improvement of the process definition. However, there are several **important** points to note regarding the responsibilities of the different Directorates.

First, every Directorate, both in P&R and Operations, has a responsibility wherever a business process requires their contribution. For example, each business process involves implementation steps and this involves (a) Forestry Support as in overall implementation planning and (b) Clusters as implementing agents. Each process definition stipulates the responsibility of Directorates in each step of the process. Where a Directorate leads or contributes to a defined business process it is required to adhere to the standards set for that process. A manual with standards is in preparation for the Forest Policy Process. This will lead to similar manuals for each other process.

Second, processes may be executed at different levels in the organisation. This is especially the case in the Forest Policy Process. Here, three levels of execution are relevant, i.e.:

- Level 1: forest macro-policy that addresses the whole sector or cuts across the whole sector, and with which all other policies must comply
- Level 2: forest policy that addresses part of the sector and is nationally relevant, and which is subordinate to macro-policy
- Level 3: forest policy that addresses needs at scales from the forest management unit to the province, and which is subordinate to other forest policy.

Table 2. Core business processes identified for the Forestry Function in the Department. The state of development of each process has been classified as follows: Category A: Process fully defined and implemented and may be improved in the normal course of business, according to the principles

of continuous improvement; B: high-level definition adequately developed and immediately suitable for further detailed definition of the process; C: definition well developed but requires revision to comply with standards before detailed process definition; D: definition embryonic and requires review before further work begins.

Core business process and constituent processes	State of business process development	“Champion” Directorate	Comment
• Forest Policy and Strategy	-	FP&S	Process defined by several constituent processes
a. Forest Policy	B		
b. NFP (Forest-sector strategic planning)	D		
• Regulation and compliance		FR	Process defined by several constituent processes
a. Forest Law and Veldfire Law	B		
b. Forest Regulation			
1. Licensing of activities on State forest	B		
2. Registration and Maintenance of a Fire Protection Association	A		
3. National Fire Danger Rating System	D		
d. Compliance and Enforcement	-		Not yet defined as policy not yet finalised
• Sustainable Forest Management		FTIS	
a. Policy-Relevant Forest Sector Assessment	B		
b. Assessment of Compliance in FMU with C, I & S of SFM	B		
c. Criteria, Indicators and Standards revision	-		Not yet defined as process not yet agreed between DWAF & CSFM
d. Forestry standards management processes	-		Not yet defined, requiring development
• Forestry Capacity Building	B		
• Forestry knowledge management processes	-		Not yet defined, requiring development
a. Forest information systems management	D		
b. Forest Resource Information System Process	D		

Third, the Stakeholder Consultation process may be managed by any Directorate where needed in its business but when a Directorate engages in consultation it must comply with the standards set in the process definition.

Fourth, no business process has been assigned to Participative Forestry as champion. Participative Forestry, however, will be the initiator of policies and strategies for pro-poor for-

estry in Level 2 initiatives, throughout, and will be a key partner in almost all other initiatives, since this Directorate is the principle vehicle for delivery on the new vision for the Forestry Function and its pro-poor forestry programme.

Finally, each core business process requires formal and planned monitoring and evaluation to be included in the process. This usually involves the Clusters as implementing agents in frontline monitors and evaluators, Forestry Support as collator and synthesiser of monitoring reports from Clusters, FTIS as the higher-level information manager, and the Directorate that is responsible for the relevant initiative as final monitor and evaluator of the performance of the initiative. FP&S or the alternative Directorate in the case of Level 2 or Level 3 initiatives is responsible for assessing the success or failure of the initiative from the evaluation reports, in order to generate a policy response.

In this way, the definition and management of business processes gives effect to purposeful matrix management in the organisation, with clear and focussed assignment of roles and responsibilities, and the defined basis for improvement in service delivery.

7 The relationship between Policy and Regulation and Operations

The role of the Policy and Regulation component of the Forestry Function is to develop, review and improve the policies, and the instruments required to give effect to policy (such as the Acts, market-based instruments, and others), as well as the overall strategies for policy implementation. Operations sees to implementation of the policies and their strategies.

It is in the Clusters that organised implementation of policy and strategy occurs. However, achieving the organised, coordinated implementation of policy and strategy requires the intervention of the Directorate of Forestry Support in the Chief Directorate: Regional Coordination and Support.

The Chief Directorate: Regional Coordination and Support exists to

- facilitate the coherent and consistent implementation of policy and strategy through the Regional Clusters and ultimately through other institutions, by acting as an interface between the P&R and Ops Branches according to the systems and protocols of matrix management
- promote coherence, improve communication and ensure support to Clusters, in line with DWAF strategic priorities and budget allocations; it is primarily responsible for coordinating the strategic planning and financial management of the Clusters, and
- facilitate communication between the National Office and Regional Clusters and to support the Branch Manager in exercising control over the operations and budgets in the Regional Clusters, while the sector groupings (such as Forestry Support) provide dedicated support to regional implementation.

The Directorate: Forestry Support is thus primarily responsible for development and adoption of joint optimum strategy, plans and budgets for implementation of the Forestry Function strategic plan (including Regional Clusters), including the MTEF, and overall risk management for the strategy, which in turn includes pro-active risk assessment of policies and strategies. The component also provides support to Cluster implementation of policies and strategy. This Directorate is the interface between Policy and Regulation and Operations.

Its key functions are:

- joint planning and programme coordination
- Forestry Programme risk management

These core responsibilities are based on the assumption that plantation forests management (i.e. for Category B and C assets) will be assigned to an entity separate from Forestry Support.

This present document as well as the mapped core business processes of the Forestry Function defines the relationship between P&R and Operations.

A final consideration is the role of the Directorate: Forestry Transfers in Corporate Services. This Directorate is primarily responsible for coordinating and supporting the Clusters in transferring the management of commercial plantations and indigenous forests to other private or public institutions. This includes:

- *National forest transfer*: coordination of forest transfer processes requiring national level negotiation, particularly private sector leases for commercial plantations (Category A and some B) and nationally indigenous forests (with DEAT/SANPARKS). Key focus areas are:
 - transfer project assessment and plan development
 - coordinate the transfer negotiation process and manage transfer transactions, including relevant legal, human resource and other expertise where appropriate
 - develop transfer protocols and guidelines
- *Local forest transfers*: support DWAF RO in transferring the management of local plantations (Category C and some B) and local indigenous forests to community organisations and/or local government. Key focus areas are:
 - support / advocacy to RO forest transfer process
 - evaluate and approve submissions for forest transfer
 - coordinate HO Corporate Services input and requirements for transfer processes to support the RO negotiations
 - monitor transfer processes for risks and design response to mitigate problems.

Given these relationships and the principles of organisational design outlined above, the recommendations for the structure within Forestry P&R involve four Directorates, with summary roles as follows:

Forest Policy and Strategy:

- primarily responsible for development of the appropriate policy and strategy framework for forest-sector development and for SFM in South Africa, and
- the promotion of DWAF's sector leadership role in forestry both nationally and internationally as well as
- being responsible for managing the forest policy cycle (Level 1) for the Department and maintenance of policy standards (Levels 2, 3)

Forestry Regulation:

- ensures effective implementation of the NFA and NVFFA as instruments of policy, coordinated with market-based and other appropriate instruments of policy
- oversight of leases and other agreements for management of State forests by

third parties

- develops and implements coherent capacity building strategy to ensure that the Forestry Function as well as agents and communities are ready and able to absorb and implement policy and strategy for SFM

Forestry Development (previously Participatory Forestry):

- primarily responsible for the pro-poor forestry programme of the Forestry Function, aimed at social upliftment through forestry
- includes a service to the three spheres to promote the sustainable use of forests and forest resources to alleviate poverty, and promote sustainable livelihoods and local development
- serve the livelihoods of poor and marginalised urban and rural communities,
 - through access to resources at a community level, and
 - through forest-related enterprise development.

Forestry Technical and Information Services:

- Primarily responsible for development, implementation and maintenance of the system and capacity to provide valid policy-relevant information and knowledge to the Top Management of the Department as well as to the three spheres served by the Forestry Function, including the overall information management and analysis functions in the M&E process
- support to other entities in the Forestry Function in information systems development and maintenance and
- guiding and supporting SFM, including the system of C, I and S (based on predetermined Criteria of SFM) and the best-operating practices and standards required to achieve SFM
- leading knowledge management in the Forestry Function.

8 Key Issues Requiring Organisational Clarification

Over the past 18 months, since the restructuring of P&R Forestry, a number of crosscutting organisational issues have emerged that needed clarification through this process. They include:

- ▶ Which components are responsible for *Policy Development*?
 - Policy development is conducted at different levels in the organisation, but each policy must comply with and support higher-level policy. Here, three levels of policy have been defined in the Forest Policy Process, i.e.:
 - Level 1: forest macro-policy that addresses the whole sector or cuts across the whole sector, and with which all other policies must comply
 - Level 2: forest policy that addresses part of the sector and is nationally relevant, and which is subordinate to macro-policy

- Level 3: forest policy that addresses needs at scales from the forest management unit to the province, and which is subordinate to other forest policy.
 - FP&S leads the development of higher-level (Level 1) policy, a process that engages other P&R Directorates and the Clusters (as well as external stakeholders); however, all P&R Forestry components develop relevant subordinate policies within their respective fields (Level 2) with the guidance and support of FP&S, and in compliance with high-level policy that originates from FP&S; similarly, Clusters develop region-specific policies (Level 3) within larger policy.
- Which components are responsible for the criteria and Indicators of sustainable forest management (SFM)?
- The development and implementation of the system of criteria, indicators and standards (C, I and S) of sustainable forest management (SFM) is a four-part process:
 - FP&S leads the process of deriving criteria of SFM from the Principles in the National Forests Act (NFA) , as a matter of policy,, as well as that of determining the political (e.g. national, local) and biophysical (e.g. natural forests; forests in specified regions) components of the forest sector to which the system of C, I and S will apply
 - FTIS then leads the process of developing the indicators and standards relevant to each criterion and forest-sector component, as well as of the information system through which the status of forest management will be monitored for each component
 - Managers of forests implement management systems designed to achieve relevant C, I and S and report, directly or through independent auditors, on management status
 - FS collates reports from the Clusters which originate from managers of forests via Clusters, while FTIS manages, collates and assesses the whole body of information from SFM reports via FS, , as defined in the business process for Assessment of Compliance in FMU with C, I & S of SFM; FTIS generates the reports for national assessments, as defined in the business process for Policy-Relevant Forest Sector Assessment (though FP&S conducts the policy assessments and responses in these reports, also as defined in this business process)
- Which components are responsible for Monitoring and Evaluation (M&E)?
- The requirements for M&E are to be defined in the business process for M&E, but each business process defined to date provides for M&E and identifies relevant roles and responsibilities in this respect
 - Thus, a Directorate will conduct M&E within its domain for a given initiative and according to an approved M&E Plan for the Initiative, but FP&S provides guidance and support to the development of M&E systems as part of implementation planning, while FS is responsible for M&E on the implementation of programmes and projects in the Clusters.
 - In addition, managers of Forest Management Units are responsible for M&E of SFM for units managed by Clusters as well as in leased, delegated and assigned State Forests, and deliver reports to Clusters, which then flow to FS for control by the latter

Generally, it is important to note that the Directorate that initiates an initiative or requires a policy assessment will conduct the assessment of policy or strategy performance of the relevant policy or strategy, based upon the analysis provided by FTIS; in this way the specialist capacity for policy analysis is built in FP&S at Level 1, or the relevant Directorate at Level 2 (Forestry Regulation or Participative Forestry), while FTIS builds the required analytical capacity

- ▶ Which components are responsible for the State of the Forests report?
 - Compiling the triennial report on the state of the forests will follow the business process defined for Policy-Relevant Forest-Sector Assessment
 - FTIS takes responsibility to compile the base report and to perform the data analysis and information processing to support it, in collaboration with the other components, while FP&S coordinates the response components within the report, as required by s6(3) and (d) of the National Forests Act; the process and the roles and responsibilities required for delivery of the State of the Forest Report are defined in the business process for Policy-Relevant Forest Sector Assessment.
- ▶ Which components perform Forestry Research?
 - FP&S is responsible for managing and coordinating a coherent Forestry Research policy, strategy and programme (developed as a sector initiative), while other Directorates may lead research in relevant areas (that fit within the broad strategy and needs), with the Department's research programme being procured by FP&S.
- ▶ Which components conduct stakeholder consultation?
 - Each business process requires consultation in at least some steps, and all Directorates should be in liaison and consultation with relevant stakeholders around policy and programme development, as well as implementation. However, FP&S is responsible for maintaining formal stakeholder collaboration mechanisms and a supporting stakeholder database, and to provide support to the other components in consultation processes. The standard process is to be defined in the Stakeholder Consultation Process, which will comply with the Department's standards.
- ▶ Which components are responsible for Strategy & Programme Development?
 - Relevant P&R Forestry components develop strategies for the implementation of policy and guidelines, in cooperation with FS; FS translates strategies to coordinated implementation initiatives and supports the Clusters in translating them into operational plans for implementation at a local level.
- ▶ Which components should lead Initial Implementation of new policy areas?
 - FS coordinates and drives the implementation of strategies through the Clusters. However, there are cases where fundamentally new focus areas require the development of policies, strategies, procedures and approaches based on this initial implementation, and therefore it is appropriate for the relevant P&R component to drive this implementation, with a plan for transfer as procedures become stable; in this respect, PF will often undertake pro-poor pilots with the Clusters.
- ▶ Where should the Capacity Building component reside?
 - Each Directorate and the Clusters must undertake capacity building in each of their respective fields of responsibility in each of the three spheres, but because capacity building must be regarded as a current instrument of policy (to broaden and deepen institutions across the whole sector), the coordination and strategy development function is assigned to FR. In addition, FTIS leads capacity building in forest management and SFM in Sphere 2 (e.g. lessees), because FTIS has the technical capacity in this respect, and is available to FR for this service.
- ▶ Who is responsible for communication and awareness raising?
 - Each Directorate is responsible for communication with stakeholders and the raising of awareness within the stakeholder community with respect to policies,

strategies and initiatives within their fields, and for informing them of progress with these

- In this respect, Directorates act according to the requirements of and with the support of the Directorate: Communications.
- ▶ What are the roles and responsibilities in the Forestry Function in the restructuring of forest assets?
- Forestry Transfers develops or amends policy for transfers; prepares assets for transfer; secures agreement with the lessees or other contractual parties; and passes responsibility for administration of agreements to FR
 - The new entity, the dedicated plantation forestry management unit, arising from FS to manage overall the category B's and C's will be prior to transfer, and will assure that government meets its obligations to the public and the market, e.g. timber supplies
 - Clusters, where necessary, monitor management of assets by third parties (according to the business process "Assessment of Compliance in The Forest Management Unit with Sustainable Forest Management Criteria, Indicators and Standards") and assist these parties to resolve management problems where necessary
 - FR assures that the third parties comply with their terms of agreement, maintains the information system for transferred assets, and administers land and other asset matters with respect to assets transferred
 - FTIS supports the administration of agreements by providing technical management guidelines and standards, information systems, and quality assurance.
- ▶ Which components have responsibility for developing and maintaining Forest Information Systems?
- There are two basic options for this issue, namely:

FTIS supports the other components in the development and maintenance of forestry information systems (while developing FRIS as a "portal" to these systems,

- OR

FTIS takes responsibility for developing these information systems in collaboration with the other components and supports their maintenance (using FRIS as a central portal to these systems).

The former is the arrangement recommended in this report. Once the system is developed, it should be managed by the relevant component, who acts as the "custodian" of the system or database, but with support from FTIS. This may involve identifying a dedicated FTIS staff member to support the relevant components in managing their information requirements. The advantage of this is that that staff member is part of a broader information team, but develops an understanding of his/her client's business and information needs¹.

Once a decision has been taken about the way forward, a detailed OMS study should be conducted on the Information Systems component to determine the required capacity and staffing for this function.

¹ The alternative is that the line function appoints an information staff member, without the support required for such a specialist field.

9 Forest Policy and Strategy

9.1 Responsibilities and functions

The Directorate: Forest Policy and Strategy is primarily responsible for development of the appropriate policy and strategy framework for forest-sector development and for sustainable forest management (SFM) in South Africa, and the promotion of DWAF's sector leadership role in forestry both nationally and internationally. It houses the forest-policy competence for the Forestry Function and is responsible for managing the forest-policy cycle for the Department.

Key functions are:

Develop policy, policy instruments and framework strategy for forest sector development

Provide foresight and strategic innovation for forest sector development

Support effective negotiations and leadership in national, regional and international forest policy forums

Support effective liaison with the legislature and with national and international sector bodies, as well as other leading stakeholder structures, with other Directorates playing a role in the team as appropriate (note: not only P&S responsibility, also other directorates in their functional areas)

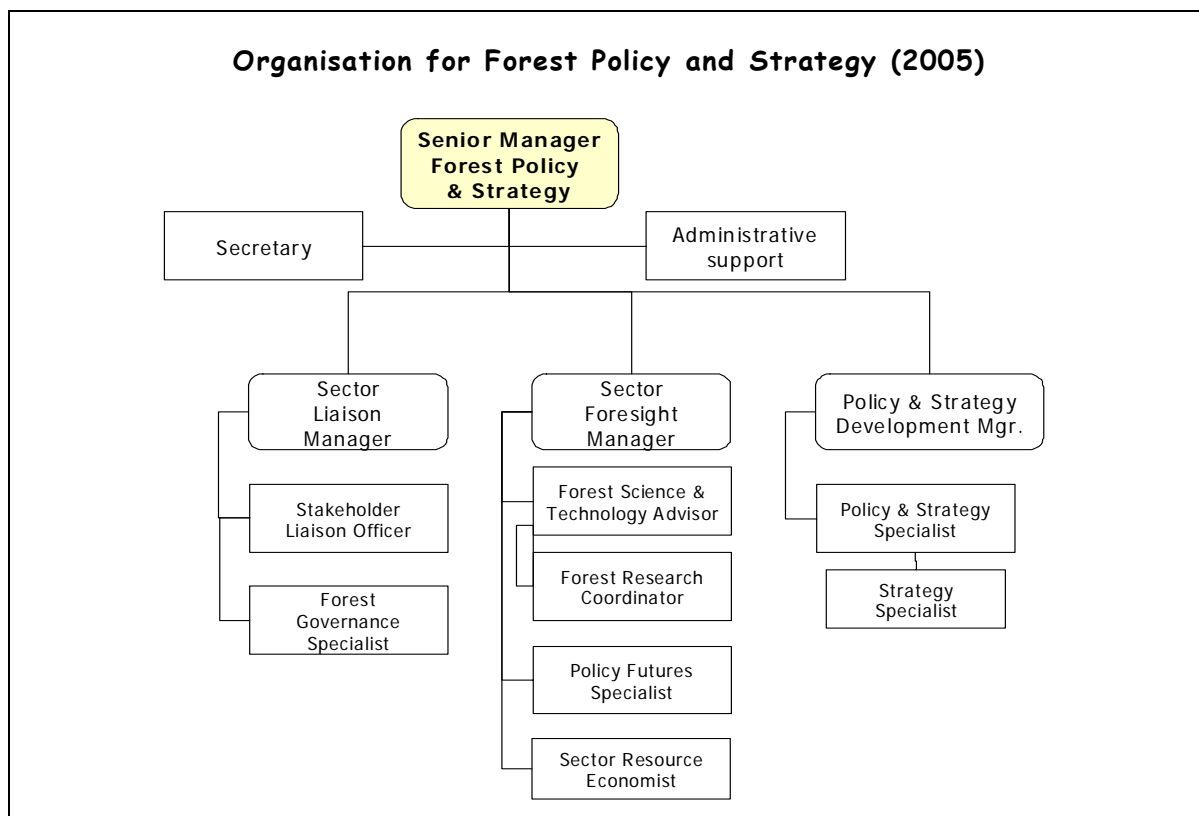
Provide advice on all aspects of the development and deployment of science and technology to support the role of the forest sector in the achievement of national goals

Promote, coordinate, commission and where appropriate conduct research with a view to develop policy, policy instruments, strategy and practices for forest sector development

- Monitor and assess policy performance and policy and strategy requirements
- Support the Ministry in response to forest policy issues.

9.1.1 Organisational Structure

The following structure is recommended for this Directorate.



9.2 Senior Manager: Forest Policy and Strategy

This role is that of ensuring that DWAF has visionary, effective and transparent policies and strategies for the development of the forest sector:

- which serve national development goals and strategies
- are aligned with stakeholder aspirations and values and
- are feasible within the institutional context and capacity of South Africa and the Department
- while assuring sustainable forest management and achieving the highest standards of policy making.

The main responsibilities are around setting priorities, providing strategic direction, managing the budget and coordinating the activities of the component to ensure government priorities are incorporated into the policy processes of the Forestry Function.

Key outputs and result areas include:

- High-level policies and policy instruments, such as White Papers, Bills and Acts
- Forest policy responses to key national and international macro-policies, e.g. millennium development goals and goals set in the State of the Nation address
- Outlooks on and forecasts for the forest sector
- Forest Policy and Strategy and Stakeholder Consultation business processes implemented and improved
- The National Forest Programme and its successors
- The Forest Sector Development Strategy (including the BBBEE Charter)
- The policy response to the triennial report on the State of the Forests (s6(3)© and (d) of the NFA)
- High-level policy statements and speeches for Top Management in the Department and the Minister
- Responses to Ministerial inquiries and Parliamentary questions
- Criteria of Sustainable Forest Management compliant with the Principles in the National Forests Act (s3 and s4(2)(a)(i))
- The forestry-sector component of the National Land Use Framework
- Response to NSDP (National Spatial Development Perspective)
- Position papers and negotiation strategies for regional and international forums
- EIPs and EMPs in terms of the National Environmental Management Act
- The forest-sector water conservation and demand management strategy, in response to the National Water Resources Strategy
- Internal policy process, content and review standards and procedures
- NFAC and key stakeholders in the forest sector effectively engaged
- Full responsibility for Arbor Week planning, development and implementation.

Activities:

- facilitate processes leading to forest-sector policies, strategies, protocols and charters, i.e. developing and deploying business processes for the forest policy cycle, and lead
- exercise oversight of implementation and improvement of the Forest Policy and Stakeholder Consultation business processes
- stakeholder engagement, consultation and confidence-building
- represent the Forestry Function in key government forums, such as the CEC, jointly with other Directorates as appropriate
- policy quality assurance and continuous improvement, including the oversight of standards in the Forest Policy Process
- co-ordinate and oversee development implementation of the annual plan for Arbor Week (with FS accountable for programme management).

9.2.1 Sector Liaison Manager

This role is that of manager of stakeholder relationships and processes for policy development in the forest sector as a whole (i.e. Level 1 policy initiatives), to assure effective interaction with the legislature and with national, regional and international sector bodies, as well as maintaining the standards with which other Directorates will comply in their policy developments (i.e. in Level 2 and Level 3 policy initiatives).

Responsibilities centre on managing and coordinating (recognising that other directorates also need to collaborate with stakeholder in their fields of operation) collaboration with the sector in the process of policy development and review - both nationally and internationally. This includes the promotion of DWAF as a leader in the sector and the establishment of co-operative governance protocols and linkages of information flow and cooperation. These in-

clude implementing and maintaining the Forest-Sector Stakeholder Consultation Process for the Forestry Function, with which other Directorates comply when undertaking stakeholder consultation.

Key outputs and results areas include:

- Strategies for national, regional and international stakeholder engagement
- Internal standards and procedures for consultation and stakeholder engagement, compliant with the Department's standard on public consultation; the Forest-Sector Stakeholder Consultation Process for the Forestry Function implemented and maintained
- Periodic and custom reports on stakeholder requirements and public issues in and requirements of forest policy, including Response to Consultation Reports for forest policy initiatives
- Strategies and plans for promoting the deployment of forest policy among stakeholders
- Protocols for cooperative governance relevant to macro-policy deployment (Level 1)
- Forest Policy Communiqués through all appropriate media, as well as bulletins and newsletters or other media as required
- Arbor week planning, development and implementation
- Stakeholder information base.

Activities:

- Plan, facilitate and coordinate stakeholder participation in policy debates: stakeholder communication should be done in liaison with DWAF Communications Directorate to ensure awareness of policy in the sector
- Manage and coordinate the implementation and maintenance of the Forest-Sector Stakeholder Consultation Process
- Manage the consultation process in public forest policy initiatives
- Promote and communicate DWAF's Forest sector leadership role.
- Establish and maintain collaborative and cooperative relationships with the body of new stakeholders in the sector: it will be vital to build relationships with the new forest managers as the institutional change process progresses and forest management is transferred from DWAF (over and above the direct relationships that FR will maintain).
- Liaison, coordination of and communication with the forest sector and its organisations, including support to the National Forests Advisory Council (NFAC).
- Foster and develop a cooperative governance framework within the national and international forest sector through inter-sectoral collaboration and coordination with national and international institutions and organisations.

9.2.1.1 Stakeholder Liaison Officer

This role is that of facilitator of liaison between with stakeholders in the forest sector. Responsibilities are to interact, communicate and consult with stakeholder groupings. To administer the process of stakeholder liaison according to required consultation standards. To provide logistical and administrative support to the Sector Collaboration Manager

Key outputs and results areas include:

- Periodic consultation schedules
- Forums and workshops announcements, agendas and programmes
- Inputs to Response to Consultation Reports, such as statements of stakeholder issues
- Meetings arrangements
- Agendas and minutes of meetings
- Logistical support to the NFAC and its Committees.

Activities:

- Maintain a database of forest-sector stakeholders for policy and strategy processes
- Collate and distribute documents for the policy process
- Receive and collate communications from stakeholders
- Coordinate and arrange policy consultations for FP&S and the logistics for these
- Provide support to the Chief Directorate in the planning of stakeholder liaison
- Secretariat, administration and logistical support to NFAC and sub-committees
- Arrangement of venues and other logistics for meetings
- Correspondence and telephone communication
- Compile meetings documents.

9.2.2 Sector Foresight Manager

This manager role provides sector foresight to support the policy and strategy for forestry sector development.

Primary responsibilities are on understanding and interpreting the current and future state and nature of the sector, and developing recommendations and conclusions based on identified opportunities and challenges. To manage this service, the manager requires a sound understanding of the sector and the sector's needs in the future, of the market and potential emerging markets, of the national and international political and legislative framework influencing the sector and how those frameworks may change over time and of the social and cultural pressures within and exerted on the sector.

Key outputs and results areas include:

- National Forest Programme
- Forest sector scenarios and outlooks
- Reports on analyses of extra-sectoral policy trends and their implications

Activities:

- Interpret government policy direction implications for Forestry, as indicated in the President's State of the Nation Addresses, the Government Medium Term Strategic Objectives (MSTO's), White Papers, Acts, Cabinet memoranda and the Minister's speeches Monitor and analyse sector driving forces and trends in national, regional and global forest policy to enable pro-active strategy and policy development.
- Develop scenarios of the current and future state of the sector and nature of the industry.
- Coordinate the process of developing and reviewing the NFP to give strategic direction to the forest sector
- Provide policy briefs to support policy decisions on present and future activities (including political, social and financial investments) in the sector.
- Assess opportunities and challenges for growth in the sector.
- Assess the opportunities and challenges for alignment and integration of the sector and the sectoral activities and initiatives within local, provincial, national and international political, social, economic and environmental paradigms.
- Provide policy advice and intelligence to the sector and be able to translate implications of international policy for forestry.
- Assess and promote the role of forestry in the national² frameworks for environment and natural resources.

² The sustainable development framework coming out of WSSD = water, environment, health, agriculture, biodiversity

- Provide authoritative policy-relevant assessments of the state of the forests to support national and international forest monitoring processes
- Coordination and synthesis of sector foresight processes, and promotion of relevant research to support a future vision
- Manage the development and revision of the criteria of Sustainable Forest Management compliant with the Principles in the National Forests Act
- Coordinate the development of responses to issues raised in the State of the Forests report
- Support DWAF Top Management with policy-relevant assessments on request

9.2.2.1 Policy Futures Specialist

This role is that of manager of knowledge and information on developments in the extra-sectoral and international spheres of policy relevant to forestry and the drivers of policy change, especially in the environmental sphere, i.e. the macro-policy drivers of forest-sector development. This role is thus that of gatekeeper to broader policy developments that affect the national forest sector.

Responsibilities centre on the understanding and interpretation of the broad constitutional, legal and policy framework governing and influencing activities and initiatives in the forest sector. This analysis and interpretation includes issues of political, economic, environmental and socio-cultural scope that affect the management, growth and development of the sector, both nationally and internationally, at the highest level.

Key outputs and results areas include:

- Periodic macro-policy assessments
- Forest sector EIPs and EMPs (in terms of NEMA)
- Forest-sector water conservation and demand management strategy (in terms of NWA)
- Biodiversity, climate change, desertification and related policy briefs.

Activities:

- Understanding of the legal environmental framework influencing development in the forest sector both nationally and internationally, including Agenda 21 and its key instruments, i.e. CBD, FCCC, UNCCD, and resolutions of the UN Forests Forum
- Evaluation of policy appropriateness of forests legislation and other instruments of forest policy
- Engage, evaluate and comment on other national and provincial policy and legislation, in terms of its implications for the forest sector
- Makes recommendations on policy and strategy revision where necessary.
- Contextualises the sector within possible future constitutional and legal requirements, highlighting challenges and opportunities for growth in the sector.

9.2.2.2 Forest Science and Technology Advisor

This role is that of advisor to the Forestry Function and thus government on all aspects of the development and deployment of science and technology to support the role of the forest sector in the achievement of national goals.

Responsibilities centre on leading and coordinating the process of developing a science and technology policy, strategy and road map for the forest sector, including incentives and other measures to accelerate innovation and the uptake of best practice in SFM.

Coordination and collaboration with all stakeholders is a major responsibility, as also with the Department of Science and Technology, the National Research Foundation and other national institutions in the science and technology sector, including science and technology providers. Special intervention programmes to promote improvements in SME and household operations are included.

Finally, the responsibility involves both strategic and specific management of intellectual property in the public interest, and the management of the synthesis of the outputs of research on the forest sector by the specialist service providers. The Advisor will also be required to promote and procure research for the Forestry Function and oversee the interpretation of research findings by specialists to develop conclusions and recommendations on present and future challenges and opportunities in the sector, both nationally and internationally.

Key outputs and results areas include:

- Forest sector science, technology and innovation strategy and its revisions
- Departmental research strategy and plan designed and procured
- National and international forest research consortiums and partnerships
- Agreements and measures to deliver long-term programmes of research by preferred science and technology providers
- Forest research and innovation information system
- Forest intellectual property management strategy
- Forest research reviews, syntheses and science briefs
- State of knowledge and technology assessments
- Forest research information base.

Activities:

- Promote collaboration and coordination with the National Science, Technology and Innovation System

- Manage the participatory process of developing the sector science, technology and innovation strategy
- Direct strategic policy research to fill information gaps or inform strategy development
- Coordinate the Department's forest research programme, and manage the procurement of forest research according to the needs of the Forestry Function as a whole
- See to the management of the intellectual property of the Department and its programmes
- Oversee the interpretation by specialists of national and international political, economic, social and environmental trends relevant to the research needs in the sector
- See to provision of expert review on behalf of government of national, regional and international knowledge assessments, such as the Millennium Assessment
- Oversee policy-relevant assessment of sector trends, activities and initiatives within national and international debates and trends
- Interpret sector trends to identify opportunities and challenges for research
- Collaborate with sector research groups to promote alignment in the national research process

9.2.2.2.1 Forest Research Coordinator

This role is of support to the Forest Science and Technology Advisor, especially in the processes of strategy development and programme coordination.

Responsibilities centre on support to the necessary processes and institutions for coordination, and liaison with key stakeholder and other institutions in the forest sector and in South African science and technology.

Key outputs and results areas include:

- Forest science and technology information system
- Agendas, programmes and minutes of key meetings
- Processed position papers and other input documents for meetings and stakeholder communication

Activities:

- Arrangements for workshops and other consultative processes in the science and technology field and associated documentation
- Support service for key syntheses and other outputs of the forest science and technology process
- Administer the procurement of the Department's forestry research programme
- Manage information and communication on Forestry research.

9.2.2.3 Sector Resource Economist

This role is that of forest resource economist for the sector in South Africa. Responsibilities focus on analysing and understanding the economic and market forces influencing and affecting growth in the sector, the economic and political economy drivers of change in the forest sector, and the role of market-based instruments in forest policy.

To engage these issues, the resource economist will be required to have a sound understanding of the sector economics at a local (enterprise), national and international level, and interpret the sector-specific issues within the wider regional and global macro-economics and geopolitics.

Key outputs and results areas include:

- Total economic evaluations of the forest sector and its segments (full cost accounting)
- Cost-benefit analyses of alternative forest sector development options
- Market-based policy instruments assessments

Activities:

- Perform total economic evaluation of sector resources.
- Identify and interpret global, regional and national economic drivers in the sector.
- Develop recommendations on sector and market strengths, inefficiencies and failures.
- Identify and build recommendations on sector challenges and opportunities.

9.2.3 Policy and Strategy Development Manager

This role is that of developer and reviewer of policy, policy instruments and strategy for forest sector development, as well as of ensuring the monitoring and assessment of policy performance and policy requirements.

Responsibilities centre on the development and review of the policy pertaining to the sector, in response to various factors, including foresight, political change, the findings of policy review, and emerging sector issues. These include the development and review of the policy process, and monitoring and reviewing policy performance and policy requirements. The role depends strongly on the information provided by the monitoring, evaluation and assessment of policy and strategy deployment and implementation by other functional entities in the Department.

Key outputs and results areas include:

- National forestry sector policy and strategy framework within which specific policy and strategy initiatives can be developed, and policy performance and policy requirements can be monitored and evaluated
- Forest Policy and Strategy business processes implemented and improved
- Policy responses to sector development issues and to policy successes and failures that fall outside established functional areas covered by other Directorates
- Policies on regional and international forest-sector issues
- Policies on emerging Forestry issues
- Guidelines and instruments for developing policies and strategies, according to the standards in the Forest Policy Process
- Key Issues Papers and Forest Policy Papers

Activities:

- Coordinate and/or ensure the development of a national forest policy and strategy framework relevant to DWAF and the sector
- Manage the forest policy development team and their service providers
- Manage and coordinate the implementation and maintenance of the Forest Policy and Strategy business processes
- Apply the Forest Policy Process, and recommend business process improvements as necessary, including for example policy instruments impact assessment and portfolio design
- Formulate and advise on standards for policy and strategy development within DWAF at Levels 2 and 3
- Policy feasibility and risk assessment (with FS)
- Assess policy performance and policy requirements
- Assess the governance of the forest sector and the performance of its institutions and develop recommendations for improvement.

9.2.3.1 Policy and Strategy Specialist

This role is that of specialist in the forest policy cycle as standardised in the Forest Policy Process. This person would lead forest policy development, identify policy needs and ensure quality of policies. In addition, this person would lead the development of forest sector strategies in order to realise broad policy objectives.

Responsibilities centre on the rollout, review and monitoring and evaluation of policy, strategy and processes. In essence this person is the “custodian” and co-ordinator of the DWAF forest policy process. This requires a sound understanding of policy and strategy development and review, rather than technical forestry knowledge.

Key outputs and results areas include:

- Analysis of Policy needs
- Framework for strategies for policy implementation
- Strategies for new forest-sector initiatives
- Policy cycle process monitoring and evaluation
- Policy approvals standard – Construct and revise
- Forest Policy Information System
- Forest Policy Manual and its revisions

Activities:

- Assess and coordinate process standards and policy standards within the sector
- Identify policy and process priorities
- Advise on the adaptation and recommend improvement of process standards and policy standards
- Promote process and policy coherence and consistency throughout the sector.
- Assess process and policy coherence and consistency with relevant national and international processes and drivers.
- Ensure process and policy coherence with broad national strategies.

9.2.3.1.1 Strategy Specialist

This role is that of specialist in forest-sector strategy. Responsibilities would be to support the development of forest-sector strategy to support policy implementation, including knowledge of the requirements for monitoring and evaluation.

Key outputs and results areas include:

- System for the monitoring and evaluation of policy performance
- Library of policy documents and statements
- Strategies for new forest-sector initiatives
- Sector strategy performance reports

Activities:

- Manage and facilitate the development of strategies
- Assess, advise and engage policy and process roll-out into strategy
- Develop a framework for forestry monitoring and evaluation by all DWAF Forestry components, distinguishing between:
 - monitoring of performance (in implementing strategies, programmes, etc against targets) and
 - monitoring of sustainable forest management and the achievement of government objectives (i.e. the impacts of those strategies, programmes, etc).
- Support the development of M&E systems as part of policy and strategy implementation
- Undertake monitoring and evaluation at a strategic policy and process level.

9.2.3.2 Forest Governance Specialist

This role is that of specialist in the institutionalisation of cooperative governance arrangements that affect the forest sector. It requires close collaboration with the capacity development and institutional development functions.

Responsibilities centre on the survey, assessment and improvement of arrangements for cooperative governance in the forest sector and the identity, roles, functioning of or key organs and institutions in the sector, assessments of the state of governance of the sector, and the development of strategies for improvement where necessary.

Key outputs and results areas include:

- Strategy for cooperative governance in the forest sector and required institutional development
- Implementation protocols for cooperative government
- Assessments of the state of forest sector institutions

Activities:

- Interpret the relevant policies, statutes, and structures for cooperative government in South Africa as they apply to the forest sector and develop appropriate recommendations
- Develop governance and institutional related policy and strategy for the forest sector, including monitoring and review of their effective implementation
- Identify and coordinate cooperative governance within the sector and with corporate and non-government organisations and institutions
- Identify and coordinate cooperative government to promote sustainable forestry development as well as water and environment-related relations
- Advise and coordinate shifting roles and responsibilities, institutional arrangements and relationships during the transition process
- Drive the organisational change process

9.2.4 Administrative Support

- Provide administrative and logistic support to the Directorate: Forest Policy and Strategy.

Key outputs and results areas include:

- Research assistance
- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing.

9.2.5 Resourcing Considerations

Facilitating appropriate and responsive forest policy and strategy development and stakeholder liaison, in the context of an emerging sector leadership role, will require additional capacity than is currently available within the DWAF Forestry component. There is likely to be a significant requirement for forest policy development over the next couple of years, which will change to a more strategic role as the Forestry institutional change process is completed.

Because of the challenges presented by policy and strategy development in the cooperative government arrangements in South Africa, the need to address in a coordinated way the First Economy, the Second Economy, and security in South Africa, and the changing role of the Forest Function, as well as the changing macro-policy situation arising from the major environmental and natural resources, substantial development of new skills and competence is needed.

While the more focused policy and strategy is developed by other P&R components (probably through the use of specialist service providers), this component should assist in the design and management of sector-level multi-disciplinary policy and strategy processes. There is a need for policy development specialisation with strategic planning and integration capacity, and a background in the forestry, economic and social disciplines.

The recommended approach for this component is to appoint competent individuals with background in forestry, but with an orientation towards development, institutional and political issues, to facilitate the development and auditing of policy related processes, including liaison with the broad sector.

10 Forest Technical and Information Services

10.1 Responsibilities and functions

[in the following text the frequent references to natural forests, woodlands and plantations should be replaced with “forest resources” which must then be defined in the Definition of terms. Also, use “indigenous forests” for “natural forests and woodlands”]

The Directorate: Technical and Information Services (FTIS) is primarily responsible for:

- *development, implementation and maintenance of the system and capacity to provide valid policy-relevant information and knowledge to the Top Management of the Department as well as to the three spheres served by the Forestry Function*
- *support to other entities in the Forestry Function in systems development and through assured access to the knowledge and information required by the Function as a whole, with reports on the state and performance of the forest sector as well as of bodies managing State forests, and through expert forest management support services, including oversight and maintenance of the Sustainable Forest Management business processes*
- *this includes guiding SFM through the development of the system of Indicators and Standards for SFM within the Criteria as predetermined by FP&S and other relevant national forestry norms and standards, technical guidelines, and a national certification standard for SFM (the Clusters to have complementary responsibilities for implementation), for managing systems for Forestry information, and providing technical advice to DWAF Regions and other sector institutions when required*
- *leading knowledge management in the Forestry Function, including the institutionalisation of knowledge management as well as maintaining the systems required for it, including oversight and maintenance of the Forestry Knowledge Management business processes and its linkages with Forestry Capacity Development*
- *cooperation and collaboration with Operations in information and knowledge management, to ensure a common platform for the Forestry Function as a whole, and*
- mobilising the information on the forest sector required (largely by other Directorates) for the monitoring and evaluation of the performance of forest policies and their supporting strategies, programmes and initiatives

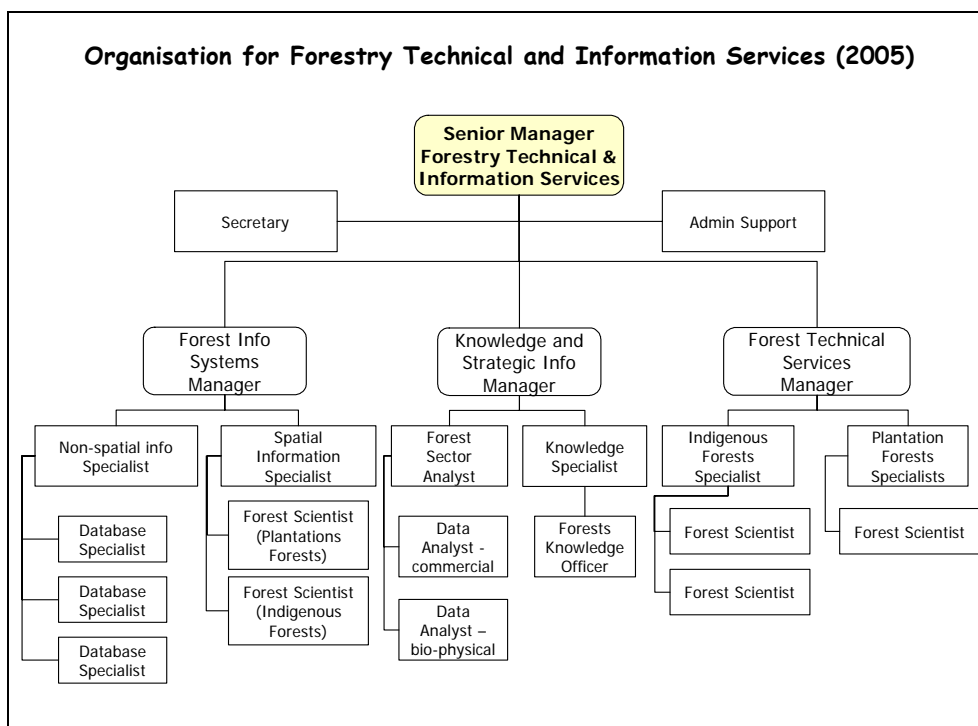
The principal functions of this Directorate include:

- Manage the overall system and platform for forestry data, information and knowledge, both spatial and non-spatial
- Develop and maintain policies, procedures and technical standards and specifications for Information Management across the Forestry Function, and which achieve compliance with the overall DWAF information strategy
- Support other Directorates in designing, procuring and maintaining information systems required for their functions, according to the standards of the Department
- Spatial and non-spatial forestry information management
- Information risk management
- Provide valid policy-relevant and strategic forestry information to other Directorates and to all forest sector stakeholders and the public

- Provide forestry professional services for natural forests, woodlands and plantation management through the development and dissemination of technical guidelines, manuals and toolkits, supported by necessary training and advice
- Champion the implementation and maintenance of the Forestry Monitoring and Evaluation Process, and assess and report on the implementation of M&E in all Forestry Business Processes (noting that every Directorate is responsible for M&E of their own policies and initiatives)
- Be the custodian of Forestry Function Web site
- Promote the development of capacity to monitor and audit forest management
- Assure compliance by the Forestry Function with relevant statutes and laws, such as the Archives Act, the Spatial Information Structure Act, and the Access to Public Information Act Coordination and collaboration with regional and international information systems, such as those for SADC, NEPAD, and FAO.

10.1.1 Organisational Structure

The following structure is recommended for this Directorate:



10.2 Senior Manager: Technical and Information Services

This role is that of custodian of and gatekeeper to information and knowledge, historical and current, about forestry within the Department and beyond, and developer and disseminator of best-practice forestry norms and standards. It includes promoting knowledge management throughout the Forestry Function. The role is also that of building a competent and effective team who maintain high standards of knowledge management and service.

Responsibilities centre on setting priorities, managing the budget and coordinating the activities of the component to ensure the development and maintenance of coherent and sound

information and knowledge to support the Forestry role of DWAF and to empower stakeholders to play their roles in forest-sector development.

Key outputs and results areas include:

- A strategy for knowledge and information management in the Forestry Function and its revisions, compliant with relevant statutes and government policies
- oversight and maintenance of the Sustainable Forest Management business processes
- A “one-stop” shop or portal for access to forest-sector and DWAF Forestry information and knowledge, that is user-friendly and transparent
- Rapid responses to information requests from the Minister and Top Management in the Department
- A stable, efficient and effective forestry information platform including the library of forest-management directives, guidelines and standards
- A strategy and programme for capacity building in the implementation of “FTIS” in the three spheres
- Top-class forestry technical support services to the three spheres, including the capacity building strategy and service for forest management, to provide the technical foundation and guidance for SFM in South Africa.

Activities:

- Developing and sharing the vision and strategy for the service
- exercise oversight of implementation and improvement of the oversight and maintenance of the Sustainable Forest Management and the Forestry Knowledge Management business processes
- Facilitating and leading the processes required across the Forestry Function to develop implement a strategy for knowledge and information management
- Liaison within and beyond the Department to ensure effective communication and understanding about information and knowledge management relevant to Forestry
- Information quality assurance and continuous improvement support to other entities in the Forestry Function in information and knowledge management
- Developing and overseeing a programme for the development and dissemination of forestry technical support services and materials
- Support to FR and Clusters through supporting inspections and audits of and reports on the management of State forests and recommendations on Corrective Actions, and providing the necessary quality assurance for these actions
- Periodic auditing of the state of forest information, identification of gaps in systems and data bases, and planning for rectification

10.2.1 Forest Information Systems Manager

This role is that of custodian of the Forest Resource Information System (FRIS) and Portfolio Manager for Forestry Function information systems (the Portfolio Manager speaks on behalf of the Chief Directorate on matters related to information systems and is responsible of the Forestry Function component of DWAF Master Systems Plan).

Responsibilities centre on the service to Directorates for development and management of information systems and the development and maintenance of Forestry Function databases within the relevant Directorates, but linked with FRIS.

Key outputs and results areas include:

- The Forestry Function Web site
- The Forest Information Systems Management business process implemented, maintained and improved and improved

- An effective, reliable and user-friendly FRIS
- Policies, procedures, standards and guidelines for the development and implementation of subsidiary information systems accessed through FRIS (NVFIS, NFIS, RIMS, etc)
- Effective and reliable linkages to key sister information systems: e.g. National Risk and Vulnerability Atlas, AGIS, FAO, Stats SA
- Achievement of standards in service-level agreements for the maintenance of the data and information systems
- Statutory compliance by the Forestry Function with regard to information policy and systems.

Activities:

- Develop and manage the systems to enable effective/accurate collection, management and supply of information to support forestry decision-making and regulation³, including: RIMS (Regulations Information Management System), FRIS (Forest Resource Information System), NFIS (National Fire Information System), for assignment to Directorates and Clusters for use and maintenance
- Manage and coordinate the implementation and maintenance of the Forest Information Systems Management business process
- Act as Forestry Function Webmaster
- Ensure and support the collection of data and maintenance of a forestry database, according to nationally established norms and standards within the relevant Directorates, but linked with FRIS.
- Coordinate with other entities to ensure that information systems are maintained: other entities in Directorates and Clusters are assigned as the custodians of the data in their domains, but these must be nationally coherent.
- Develop specifications for the CIO to develop new systems or refine existing systems through the ARIVIA contract
- Negotiate agreements with sister sites for linkages and access.

10.2.1.2 Spatial Information Specialist

This role is that of specialist in the management of spatial information for the Forestry Function. The role is to be supported by two Forestry Scientists dealing with natural forests and woodlands and commercial forests.

Responsibilities centre on the development and maintenance of GIS databases, with some interrogation of spatial data, in cooperation with the Business Information component within P&R: Information Management.

Key outputs and results areas include:

- National forest sector spatial information systems
- Information sharing arrangements between internal and external roleplayers

Activities:

- Development and maintenance of GIS databases, for forest resources, through cooperation and sharing of information with other DWAF components and other organisations
- Develop a spatial information storage, access and interrogation system

³ This would require interaction with the Business Information and Survey component in Information Management to access appropriate spatial, social, demographic, institutional and survey information.

- Provide spatial forest information to support information dissemination and decision-making.

10.2.1.2.1 Forestry Scientist – Plantation Forests

This role is that of developing, populating and maintaining the national commercial forestry GIS system. Other responsibilities will include ongoing engagement with other custodians of commercial forestry spatial data within and outside of DWAF, to achieve efficiency in system development, accuracy of data and sharing of data.

Key outputs and result areas include:

- Development of the official GIS for commercial forests, reflecting relevant technical forestry detail, such as species, general age-class distribution etc. in South Africa in accordance with legislative and Departmental prescripts
- Updated system for use in reporting and strategic information management

Activities:

- Responsible for systems development and maintenance
- Ensure systems meet the needs of clients
- Review systems efficiency and effectiveness in making accurate data available for reporting purposes
- Generate information to support information dissemination and decision-making.
- Engaging with Business Information, Forestry IT Portfolio Manager and external stakeholders (FSA, CSIR, Stats SA, DLA) on technical matters to ensure compatibility in system development and population

10.2.1.2.2 Forestry Scientist – Indigenous forests and woodlands

This role is that of developing, populating and maintaining GIS systems for indigenous forests (the National Forestry Inventory) and Woodlands (still to be developed). Other responsibilities will include ongoing engagement with other stakeholders and custodians of spatial information on these biomes inside and outside of DWAF, to achieve efficiency in system development, accuracy of data and sharing of data.

Key outputs and result areas include:

- Refinement and improvement of the existing National Forestry Inventory to reflect the national forest types and to meet the needs of relevant policy, regulation and reporting requirements
- The development of an appropriate GIS for Woodlands in South Africa reflecting the different woodland categories in accordance with legislative and Departmental prescripts
- Updated systems for use in reporting and strategic information management

Activities:

- Responsible for systems development and maintenance
- Ensure systems meet the needs of clients
- Review systems efficiency and effectiveness in making accurate data available for reporting purposes

- Generate information to support information dissemination and decision-making.
- Engaging with Business Information, Forestry IT Portfolio Manager and external stakeholders (NDA, Provincial Government Departments and CSIR) on technical matters to ensure compatibility in system development and population

10.2.1.3 Non- Spatial Information Specialist

This role is that of specialist in the development and maintenance of the information platform that serves the entire Forestry Function, for non-spatial information with linkages to spatial information.

Responsibilities centre on the development and delivery of systems of non-spatial data capture, storage, and maintenance, as well as support to other P&R Forestry Function entities in the use and maintenance of these systems, and cooperation and collaboration with Operations in the use and maintenance of the same systems, as distributed and assigned to Clusters.

Key outputs and results areas include:

- Service-level systems management agreements with other Forestry Function entities
- Distributed systems developed and delivered according to user needs
- Information standards and sharing agreements with sister systems (AGIS etc)
- Systems performance reports.

Activities:

- Responsible for systems development and maintenance
- Ensure systems meet the needs of clients
- Review systems efficiency and effectiveness in making data available, and addressing needs and answering targeted questions
- Generate information to support information dissemination and decision-making.

10.2.1.3.1 Database Specialists

Key outputs and results areas include:

- Support Non-Spatial Information Specialist in development of various databases and information systems in other directorates
- Provide technical support on data acquisition and output preparation, as well as capacity development to Clusters and other directorates in the use and maintenance of databases (it is envisaged that in addition to systems development and maintenance and support to other directorates, each database specialist will serve as a resource person to each of the four DWAF clusters, with one serving both the Central and Limpopo cluster, where the volume of data and training doesn't justify two people to provide this support. This also ensures that in the event of staff turnover, the remaining staff can carry some of these functions as the institutional memory and knowledge around system development and use is spread and shared among the three posts)

Activities:

- Support system development

- Ensure systems maintenance
- Document control
- Client services.

10.2.2 Knowledge and Strategic Information Manager

This role is that of promoter of knowledge management across the Forestry Function, especially the institutionalisation of the processes and structures of knowledge management. It includes also that of manager of the integrated forestry information service for the Forestry Function, based on two parts (a) the component that is the responsibility of FTIS and (b) the components based in each P&R Directorate and Operations, as well as users in the forest sector and the public. It focuses on mobilising, harmonising and coordinating the timely flow of policy-relevant information from all sources within the Forestry Function and the forest sector. It is here that value is systematically added to packaged forest information. The role requires sound knowledge of the sector and of forestry. It includes custodianship of the institutional memory of the Forestry Function.

Responsibilities include:

- (a) facilitation and leadership in knowledge management
- (b) the analysis, interpretation and provision of data and information to: i) assess the state and nature of the forest sector, iii) monitor and evaluate specified aspects of forest sector development, iv) identify challenges and opportunities within the sector (in a team with FP&S and other entities) and v) answer any specific questions about the sector or parts of the sector and
- (c) managing the interface between the organisation and customers seeking information and access to knowledge about the forest sector, current and historic.

Key outputs and results areas include:

- Strategy and programme for knowledge management in the Forestry Function
- the Forestry Knowledge Management business process implemented, maintained and improved
- A responsive service that satisfies the needs of internal and external customers for current and historic information about the forest sector
- Triennial analysis of the State of Forests and periodic forest resource assessments, e.g. that of FAO
- Periodic and on-demand quantitative analyses of and reports on specified forest-sector issues, including annual report on Commercial Roundwood Statistics
- Other customised information packages
- Periodic sectoral reports to regional and global forums and processes
- Other information packages on the forest sector

Activities:

- Facilitate and lead the process of developing and implementing a strategy and programme for knowledge management in the Forestry Function
- Manage and coordinate the implementation and maintenance of the Forestry Knowledge Management business process
- Support the other Directorates and the Clusters in the monitoring and evaluation of their policies, strategies, programmes, etc, by providing information and assessment.
- Collate information for and report on SFM against the system of C, I and S in the State of the Forests Report and elsewhere
- Jointly with other Directorates, Clusters and key stakeholders, design of local, provincial, and national forest resource assessments

- Compile the analyses for the State of the Forests report, in collaboration with other Forestry components, with an emphasis on providing the base information about the sector and trends
- Coordinate the compilation of the annual report for the Forestry Function against Key Focus Areas and strategic objectives
- Participate in identifying gaps in systems and information required to meet customer needs and development of strategy to address these gaps
- Produce data, information and interpretive, value-added reports in response to strategic questions raised by DWAF Top Management and sector stakeholders
- Provide high-level intelligence on the state of and trends in the forest sector, including early warnings on emerging and potential risks

10.2.2.1 Forest Sector Analyst

This role is that of specialist in forest sector information and its analysis (as input to policy assessments and responses by FP&S and other Directorates), and is the key data analysis and interrogation role to answer strategic questions about and perform strategic evaluations of the sector.

Key outputs and results areas include:

- Analysis of the state of the forest sector
- Regular and customised forest-sector reports, e.g. forest resource evaluations (as defined in the process for “Policy-Relevant Forest Sector Assessment”).

Activities:

- Strategic analyses of trends and data, highlighting key issues and potential problems arising from the analysis.
- Core responsibility of answering strategic questions pertaining to the sector
- Evaluation of and early warning on emerging risks in the sector
- Provide base assessment as input to the State of Forests report.

10.2.2.1.1 Data Analyst - commercial

This post supports the Forest Sector Analyst’s evaluation of information, for the economic dimensions of the forest sector

Key outputs and results areas:

- Production of routine annual reports such as the Commercial Timber Statistics
- Analysis of raw data from information systems in DWAF, CTRPSA, C+I reports and other statistics to produce responses to strategic questions on commercial forestry issues

Activities:

- Interrogate and assess data to answer specific questions.
- Collaboration with sector to draw in wider expertise in questions analysis and data interrogation
- Core data analysis function

10.2.2.1.2 Data Analyst – bio-physical

This post supports the Forest Sector Analyst's evaluation of information, for the bio-physical dimensions of the forest sector

Key outputs and results areas:

- Support the production of routine annual and tri-ennial reports such as the State of the Forestry Report to Parliament
- Analysis of raw data from information systems in DWAF, C+I reports by sector roleplayers and other statistics held by natural resource management agencies, to produce responses to strategic questions on bio-physical issues, such as reporting on the change in the permanent forest estate

Activities:

- Interrogate and assess data to answer specific questions.
- Collaboration with sector to draw in wider expertise in questions analysis and data interrogation
- Core data analysis function

10.2.2.2 Knowledge Specialist

This role is that of gatekeeper to the formal and tacit knowledge about the forest sector and liaison with knowledge-management initiatives and structures (such as learning teams) within the Forestry Function.

Responsibilities centre on establishment and management of the system (“technical and cultural”) and “knowledge engine” for effective management of explicit and tacit current and historical knowledge of the forest sector in South Africa and the mobilisation of the knowledge base within the Forestry Function. It involves building a bridge between stakeholders and the integrated system of knowledge accessed through FTIS. It includes being keeper of the online learning centre for Forestry.

Key outputs and results areas include:

- development and implementation of the model and structure for forestry knowledge management
- periodic assessments of the performance of eth strategy for knowledge management
- Archival forestry information and knowledge in the Department mined and mobilised

Activities:

- Systematic mobilisation of forestry knowledge
- Supporting the development and implementation of the Strategy and programme for knowledge management in the Forestry Function
- Guiding knowledge management teams and other relevant initiatives
- Promoting measures for ensuring wide dissemination of information (current paradigms and debates) – has an important implications for the “branding” of the group (DWAF generally) within the sector.

10.2.2.2.1 Forests Knowledge Officer

This role maintains a knowledge delivery system required by the Knowledge Specialist, possibly including a resource material office and system [“resource centre”]

Responsibilities centre on ensuring that information is presented in appropriate formats, particularly for external communication.

Activities:

- Supports the web-based knowledge system, linked to the information Forestry systems and other sources
- Maintain database on customers
- Production of outputs for information dissemination in collaboration with the DWAF Communications component.

10.2.3 Forest Technical Services Manager

This role centres on technical services to support sustainable forest management (SFM) in all types of forest.

This unit (i) develops and monitors indicators and standards for sustainable forest management, for SFM ii) to develops and/or disseminates tools including best-practice guidelines for the development, assessment and of standards of SFM implementation of best operating practices, and (iii) provides public-interest forest management support services to Spheres 1, 2 and 3 in collaboration with Clusters and private service-providers. It supports FS and the Clusters in their reporting on the standards of forest management in State forests to the Directorate: Forestry Regulation through the provision of technical advice, standards and guidelines. Outputs from this service may be generated both by in-house product development and product procurement from external service providers.

Key outputs and results areas include:

- Strategy for technical forest management support service
- The Sustainable Forest Management business processes implemented, maintained and improved
- The system for C, I and S and the sets of indicators and standards for sustainable forest management within the predetermined Criteria of SFM
- Technical systems and decision-support tools to support the implementation of the National Forests Act (e.g. for Protected Areas, Protected Trees, PAs and the Maps and Rules for access to State forests)
- Best-practice guidelines and standards for SFM
- Support to FR, FS and the Clusters in audits of and reports on performance of managers of State forests (departmental as well as third-party managers), including Corrective Action Reports.

Activities:

- Develop the C, I and S system, in collaboration with other P&R Forestry components, Clusters and external stakeholders
 - Manage and coordinate the implementation, maintenance and improvement of the Sustainable Forest Management business processes
- Oversee and support monitoring and assessment of the performance of the forest sector against these criteria and indicators, including the implementation of policy and regulations
- Provide specialist technical support to other Forestry components on the scientific elements of forest management
- Provide scientific forest management guidelines, best practice and assistance to DWAF Forestry and the broader sector (Spheres 1, 2 and 3), on relevant SFM issues.

10.2.3.1 Indigenous Forests Specialist

This role provides key technical expertise in DWAF for Forestry Technical Services on indigenous forests and support to Clusters on technical aspects of SFM and the implementation of the system of C, I and S, particularly once management of assets has been assigned or delegated to other institutions. The role is to be supported by one of more Forestry Scientists, the number to be determined by OMS.

Key outputs and results areas include:

- indicators, standards and guidelines for indigenous forest management
- guidelines for audits of and reports on performance of management of State forests
- inputs to service-level agreements with bodies managing indigenous forests
- technical systems and decision-support tools to support implementation of the NFA (Protected Areas, Protected Trees, maps and rules for access; etc)

Activities:

- Maintain technical expertise in indigenous forest management.
- Development of best management practices for indigenous forest management
- Development of standards for the achievement of SFM, disseminate knowledge on, and monitoring and evaluation of indigenous forest management.
- Support Clusters and other entities and bodies where indigenous forest technical knowledge is required
- Guide, inform and support periodic audits of the management of State forests.

10.2.3.2 Plantation Forests Specialist

This role provides key technical expertise in DWAF for Forestry Technical Services on forest plantations and support to the dedicated plantation forest management unit and Clusters on technical aspects of SFM and the implementation of the system of C, I and S, particularly once management of assets has been assigned or delegated to other bodies. The role is to be supported by one of more Forestry Scientists, the number to be determined by OMS. The technical expertise that will be housed in or procured by the dedicated plantation forest management unit may be retained there until the unit has completed its task and then transferred to FTIS, at which time the service will refocus according to the Department's public-good commitments to plantation-forest managers, e.g. to emergent growers.

Key outputs and results areas include:

- indicators, standards and guidelines for plantation forest management
- guidance, information and support service to periodic audits of and reports on performance of management of State forests
- technical inputs to service-level agreements with bodies managing plantation forests.

Activities:

- Maintain technical expertise in plantation forest management, including an emphasis on management of plantations in community-based projects
- Development of standards for the achievement of SFM, disseminate knowledge on, and monitoring and evaluation of plantation forest management.
- Support other entities and bodies where plantation forest technical knowledge is required.

10.2.3.3 Administrative Support

- Provide administrative and logistic support to the Directorate: Forestry Technical Information Services

Key outputs and results areas include:

- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing.

10.2.4 Resourcing Considerations

There is some forest information and scientific services capacity within DWAF, but capacity needs to be built in the C, S areas and I. It is important to note that the Forest Information group requires IT systems skills, but with an understanding of the Forest sector. The Knowledge and Strategic Information group requires people with a broad understanding of the sector, while the Technical Support group require forest management specialists in specific areas.

Once a decision has been made on the approach to developing and maintaining forestry information systems, a detailed OMS study is required for the Forestry Information Systems component, including possibilities of contracting in external support or sharing technical capacity with other information components within DWAF. Adequate human resources will be needed to give effect to FTIS technical support to information systems within other components.

11 Forestry Development (previously Participative Forestry)

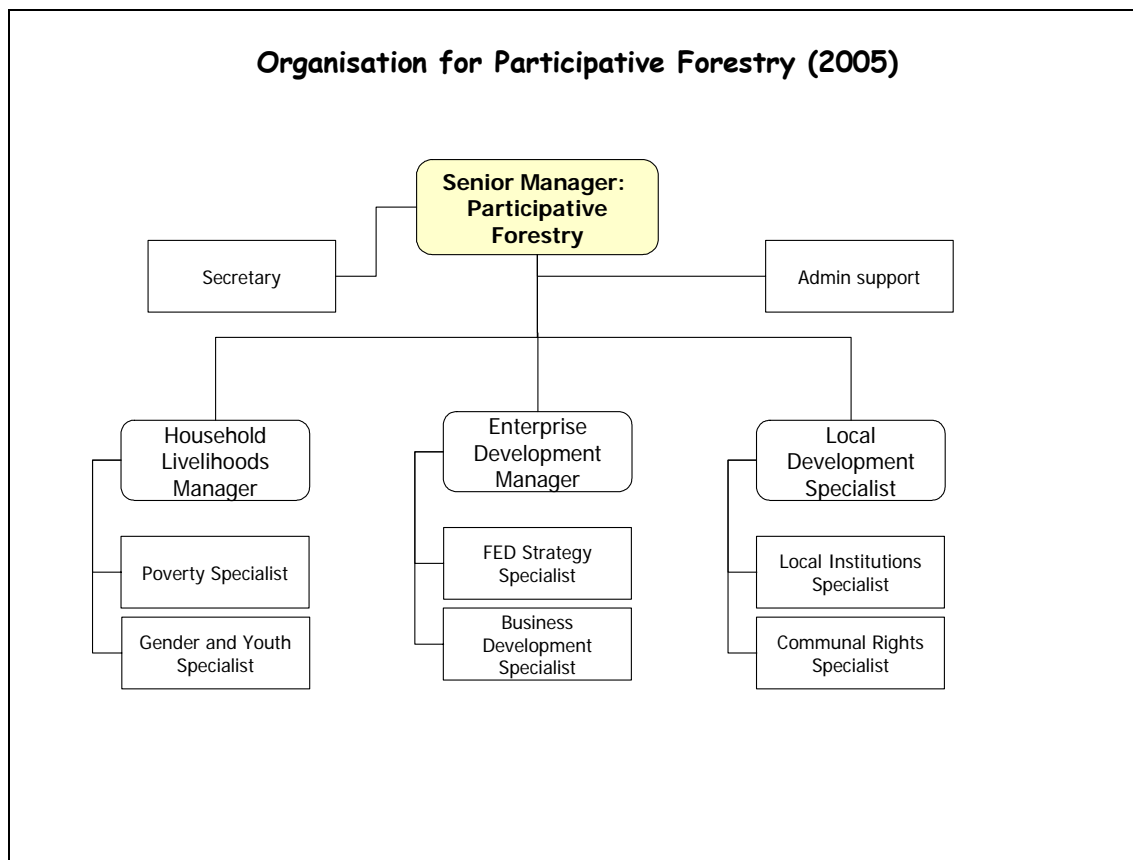
11.1 Functions and Responsibilities

The *Directorate: Forestry Development* is primarily responsible for the pro-poor forestry programme of the Forestry Function, aimed at social upliftment through forestry. This includes a service to the three spheres to promote the sustainable use of forests and forest resources to serve the livelihoods of poor and marginalised urban and rural communities, through access to resources at a community level, and through forest-related enterprise development.

Key functions in this Directorate include:

- Promote sustainable forestry enterprise development in the forest sector as a whole
- Promote the development of capacity for forestry among communities, households and their service providers
- Create enabling conditions and institutions for social upliftment in the forest sector
- Promote sustainable forestry for household livelihoods and security
- Develop norms and standards, best-practice guidelines and methods to ensure participatory forest management (PFM) and Forest Enterprise Development (FED)
- Contribute to the development of the elements of the criteria, indicators and standards that are appropriate to local social and economic development through forest resources
- Communication to and awareness raising among all on the stakeholders on the opportunities for development in the forest sector and the policy, strategy and programmes of the DWAF in this respect
- Establishment and management of partnerships that promote forest enterprise and livelihoods forestry.
- Monitor and assess the effects of strategy on poverty alleviation, economic development and SFM

11.1.2 Organisational Structure



11.2 Senior Manager: Participative Forestry

This role centres on developing and implementing government's pro-poor forestry strategy, within overall forest policy and strategy, thus creating the enabling environment and processes through which forest development will eradicate poverty, enable economic empowerment and achieve economic and social redress.

Key outputs and results areas include:

- National strategy and framework for pro-poor forestry and economic empowerment in the forest sector: forestry components of the Urban Renewal, the Integrated Sustainable Rural Development, the Comprehensive Agricultural Support, the Extended Public Works Programmes and the Small and Medium Enterprise Development Programme (as a "Comprehensive Forestry Support Programme")
- Partnership agreements and Implementation Protocols (with other departments, other spheres of government and the private sector and NGOs) for the strategy, financing and framework for pro-poor forestry.
- Joint strategies with partner government bodies, the private sector and NGOs for Urban Greening and Rural Development Forestry (within the frameworks of the URP and the ISRDP)

- Forest sector development strategy incorporated into Provincial Growth and Development Strategies
- Guidelines and service in support of communal land authorities: e.g. on Community Rules for forest resource access and use rights (foreshadowing the Communal Land Rights Act) for veldfire management (in terms of the National Veld and Forest Fire Act) and to relevant provincial agencies (foreshadowing the Land Rights Boards)
- Guide to and management standards for Community Forestry Agreements
- Pro-poor forestry services policy and programme including financing and funding strategies
- Strategy and materials for capacity building in the three spheres for pro-poor forestry
- Pilot programmes for new pro-poor forestry initiatives (in coordination with FS)
- Adequate promotion of BBBEE, according to the Charter
- Compliance requirements for pro-poor forestry with respect to and coherence with biodiversity strategy and management (CBD and NEMA), sustainable land management (UNCCD), and climate change (FCCC), and community-based natural resources management (CBNRM), complementary to technical SFM guidelines and standards from FTIS
- Joint strategies with allied national programmes, such as Working for Water and the National Action Programme for the UNCCD
- Periodic assessment reports on the performance of the elements of the pro-poor forestry policy and strategy.

Activities:

- Engage with partner National Departments and other bodies and Programmes regarding the national strategy and framework for pro-poor forestry
- Manage and oversee linkages with key government departments and programmes relevant to pro-poor forestry, e.g. the Presidency, DEAT, and the national Department of Agriculture [placed here rather than later as suggested on 10 May to promote overall coordination]
- Work with Clusters to facilitate and lead incorporation of forest-sector development contributions to Provincial Growth and Development Strategies
- Engage with CPR Committees and Boards or their precursors regarding rules and guidelines
- Collaborate with FP&S to ensure forest development policy integrity
- Engage with Forestry SA and AgriSA regarding sector enablement strategies
- Work with FS and Clusters in the design, planning and implementation of regional pro-poor forestry initiatives
- Oversee development and dissemination of strategy and materials for capacity building in the three spheres for pro-poor forestry
- Programme and Project Management.

11.2.2 Household Livelihoods Manager

This role focuses on pro-poor forestry aimed at improved household livelihoods and on the engagement of households in participative forest management. In particular, to improve access to forests.

Responsibilities centre on household-level forestry initiatives focused on poverty eradication and redress, addressing the needs for household security and livelihoods development among the poor. To achieve this, the manager must understand the household-level dynamics, challenges and opportunities in achieving poverty reduction, redress and sustainable economic growth through forestry. Moreover, the manager must understand and must be able to integrate the social, cultural and economic complexities at the level of the household and local community, and must clearly understand the linkages between poverty, access to and control of resources and means of production, issues of gender, and socio-cultural and micro-institutional issues of natural resources tenure and communal rights.

Key outputs and results areas include:

- Strategy (the Comprehensive Forestry Support Programme) for the forestry contribution to poverty eradication on local economic development (focus on Second Economy development and household security)
- Guidelines and procedures for promoting household livelihoods improvement through forestry
- Manual for management of household forest resource use
- Capacity development strategy for forestry skills at the household level
- Risk assessments and risk management strategies for household livelihoods in the forest sector, including veldfires
- Impact assessment reports

Activities:

- Provide assistance, perform advocacy and formulate programmes and guidelines for the sustainable access of the poor to forest resources, including fuelwood, medicines, building materials, and food
- Create awareness among communities and their service providers of the opportunities for sustainable livelihoods support through forestry
- Champion the PFM programme and its rollout through the Clusters, to address use of both indigenous and plantation forest resources
- Collaborate with FR in the promotion of household security through improved integrated veldfire management and participation in FPAs
- Conduct pilot projects to prove PF initiatives in collaboration with Clusters and Forestry Support
- Monitoring and evaluation of programmes and interventions

11.2.2.1 Poverty Specialist

This role is of specialist in the determinants of poverty and how forestry can contribute to breaking the structural impediments to development in the Second Economy.

Responsibilities centre on understanding the drivers and dynamics of household poverty in rural and marginalized urban settings, how to overcome these obstacles to development, and developing recommendations on strategies for use of forest resources in poverty eradication and integrating these strategies with national and international initiatives in poverty eradication and sustainable development (e.g. ISRDP, URP, EPWP, IDPs, and MDG).

Key outputs and results areas include:

- Guide to the design of forestry initiatives to alleviate poverty and for improvement of household livelihoods

- Household forestry programmes
- Household forestry pilots
- Strategy for managing the impacts of HIV/AIDS on household forestry
- Reports on forestry contributions to poverty eradication
- Inputs to BBBEE initiatives and the forest-sector Charter
- Build synergy across the Forestry Function for an integrated approach to pro-poor forestry

Activities:

- Forestry livelihoods analysis policy and practice guides development
- Assessment of the impacts of HIV/AIDS on household forestry and development of countervailing institutional strategies
- Build and maintain linkages with relevant poverty eradication and pro-poor programmes
- Programme proposals development.

11.2.2.2 Gender and Youth Specialist

This is a specialist who understands the role of gender and youth in poverty and employs this understanding in the development of pro-poor forestry. This involves factoring the role of gender and the youth into forest livelihoods policies and programmes, including the incorporation of clear gender-based recommendations and initiatives into forest-resource access, allocation and poverty eradication initiatives.

Key outputs and results areas include:

- Guide to the institutionalisation of gender and youth roles in pro-poor forestry
- Reports on forestry contributions to the development of women and the youth and to reduction of vulnerability among women and the youth
- Strategy for linkage with other DWAF and government gender and youth programmes.

Activities:

- Provide support to all Forestry components on issues of gender mainstreaming (and inclusion of youth)
- Address issues of representivity in local forestry institutions
- Capacity development planning for women and youth in forestry
- Build linkages, synergy and coordination with other gender and youth programmes
- Interface with the BBBEE and Charter
- Awareness creation DWAF and among stakeholders of the mainstreaming of gender and youth policies in the forest sector

11.2.3 Enterprise Development Manager

This role is of developer and manager of forestry policies, strategies and initiatives to address structural barriers in the second economy and thus to engage poor people in new forestry enterprises.

Responsibilities centre on the development of initiatives and enterprises in the provincial and local spheres to create enabling conditions for the development of enterprises in the forest sector. To achieve this end, the manager must engage sector growth and development at: i) a strategic level – through having an understanding of the operating/enabling environment, engages with DTI and other relevant departments to create an enabling environment, cham-

pions the FED strategy and is the custodian of the FED programme – (ii) at the level of the sector, to analyse and understand the forestry value chain, markets for forest goods and services and upstream and downstream linkages and enterprise development opportunities along it, the barriers to entry, and the measures required to enable new enterprise development and at iii) a business level – through developing the business plans, engaging issues of financing and organisational design, interacting with and encouraging the development of SMMEs and through piloting business initiatives with the clusters.

Key outputs and results areas include:

- National forest-sector SME development strategy
- Forestry SME support programme
- Business planning guide and standards for forestry SMEs
- Enabling framework for new markets for forest goods and services: carbon, biodiversity and resource protection services
- Forest-related SME segment strategies: such as bee-keeping, syringa enterprises, essential-oil enterprises, and renewable energy enterprises
- Impact assessment reports.

Activities:

- Provide assistance, formulate programmes and guidelines for the promotion and implementation of enterprise development, including honey harvesting, charcoal, and sawmills
- Develop policies and strategies for the use of woodlands for enterprise development
- Interpretation of BEE as applied to enterprise development
- Collaboration with Clusters in FED pilots
- Monitoring and evaluation of programmes and initiatives.

11.2.3.1 FED Strategy Specialist

This is a specialist with responsibilities that centre on the development and management of the FED strategy and programme, to give effect to the forest enterprise development agenda. This is achieved through a specialist who champions and cooperatively develops the FED strategy, the FED programme and the processes of programme implementation. A clear understanding of the drivers of the enabling environment for FED is required and the specialist makes recommendations on the engagement of DTI and other relevant departments to create the requisite environment, at both a national and provincial level.

Key outputs and results areas include:

- FED strategy and programme
- FED guide
- M&E reports on forest enterprises performance
- FED pilots, such as business plans and trial implementation, monitoring and assessment
- Strategic input and analysis of the forestry value chain.

Activities:

- Develop the FED Strategy and Programme
- Manage the initial implementation of the FED programme, before its transfer to Forestry Support and Clusters (within 2 years/by 2007)
- Cooperate with Forestry Support and Clusters in prioritising areas for different FED projects
- Close cooperation with private sector, NGO, and Working for Water
- Assessments of the viability and feasibility of FED programmes, initiatives and projects.

11.2.3.2 Business Development Specialist

This is a micro-enterprise specialist who understands the local business drivers in the forest sector and who can support the development of business plans, financing strategies and organisational structures for new initiatives to support emerging enterprises in the sector.

Key outputs and results areas include:

- FED business analyses and performance reports
- FED business models
- Reports on trends in the forest sector and its markets and opportunities for forest enterprise development.

Activities:

- Guidelines on business models for different types of enterprise development using forest resources, under different conditions
- Support Clusters and communities in developing business plans for new enterprises
- Provide advice on sources of support and funding for new enterprises
- Linking with private sector, financial sector and providing business models for motivating projects
- Assist with measuring impact of FED along the forestry value chain
- Promote internal synergies: link with other P & R Functions.

11.2.4 Local Development Specialist

[Financing and funding strategies placed with Senior Manager]

This role is that of specialist developer of the Forestry components of development programmes that are designed to contribute to local economic development, such as the Urban Renewal Programme and Integrated Sustainable Rural Development Programme, and Extended Public Works Programme.

Responsibilities centre on the political, economic and institutional arrangements for poverty eradication and socio-economic development at the local level. An understanding of the social and institutional issues of poverty and poverty reduction and their link to development strategies and initiatives (e.g. IDP) is required.

Key outputs and results areas include:

- Forestry components of the Urban Renewal Programme and Integrated Sustainable Rural Development Programme.
- Strategy for capacity building and for creating and strengthening local institutions to enable sustainable pro-poor forestry
- Institution-building pilots
- Feasibility studies of local forest-sector development initiatives
- Guide to local forest-sector development planning
- Institutional contributions and partnerships for implementation of local forest-sector development programmes
- Monitoring and evaluation reports on local forest-sector institutions.

Activities:

- Assist in sector development planning with a specific focus on poverty eradication interventions

- Assist in sector development planning with a specific focus on poverty alleviation interventions
- Approaches and assistance for institutional development to support the transfer and management of forests by other organs of state (including local government) or community management bodies (such as Section 21 companies)
- Manage and coordinate development and implementation of appropriate strategy for building capacity of local forestry institutions
- Approaches to integrate forestry into local government development planning (particularly through the IDP process)
- Support to Clusters in their discussions with Provincial and Local Government around the PGDS and IDP
- Assist in Sector development planning with a specific focus on poverty alleviation interventions
- Provide support and planning around Urban Greening including initiatives for regional implementation, such as Eduplant and Trees for Homes
- Consultation and collaboration with Clusters in the development of pilots
- Collating information and knowledge concerning forest-sector poverty alleviation programmes and protocols at a local level
- Institutional contributions and partnerships for implementation of local forest-sector development programmes, including Eduplant and Trees for Homes.

11.2.4.1 Local Institutions Specialist

This role is of specialist with legal and institutional competence regarding the appropriate institutional arrangements for pro-poor forestry.

Responsibilities centre on institutional arrangements, partnerships, structures and processes for forest-related management at a local level and issues of cooperative governance at the national government, cluster and local government and national/local organisations level with respect to pro-poor forestry.

Key outputs and results areas include:

- Reports on forest-sector institution performance and failures diagnosis
- Best-practice guide to forest-sector institution building
- Inputs to capacity development policy, strategy and materials relevant to pro-poor institutions
- Guidelines on Community Forestry Agreements
- PPPs, CPPPS, and MOUs with regard to pro-poor forestry
- Advice service on institution building

Activities:

- Development of institutional arrangements (policies, strategies and guidelines) to support the management of forests by other bodies
- Support the development of arrangements to promote enterprise development of forest resources
- Support the development of arrangements to promote household and community use of forest resources
- Support and inputs to the policy, strategy and materials relevant to pro-poor institutions
- Support to the Clusters in their discussions with Provincial and Local Government around the PGDS and IDP
- Support the Clusters in the development and management of Community Forestry Agreements

- Promote internal synergy in the Forestry Function regarding local institutions by linkages with other Directorates and the Clusters.

11.2.4.2 Community Rights Specialist

[Not changed in response to 10 May since (a) with or without the Communal Rights Act inputs to community rules etc will be necessary and (b) the focus is on communal arrangements for the use of common-property resources.]

The role of this specialist centres on an expert service regarding forest-resource use rights and their relationships with communal and other land-use rights with respect to all forest resources within and without State forest land. It requires specialist understanding of the issues surrounding land- resource-use rights regimes and community-based forest resource management, and with specialist knowledge of legal, micro-institutional and socio-cultural issues driving the relationships between people, land and resources, as well as relevant legislation. Responsibilities include advice to FR and other Directorates on communal resource-rights regimes and how these should guide SFM.

Key outputs and results areas include:

- Policy and guide for forest-resource tenure and rights protection, rules and enforcement
- Guidelines and protocols regarding forestry and the exercise of communal rights (especially regarding the Communal Rights Bill or its precursors)
- Reports on performance of forest-sector use-rights regimes and failures diagnosis

Activities:

- Analysis and description of customary resources-rights and resources protection regimes relevant to forestry
- Analysis and appraisal of extra-sectoral legislation and policy relevant to forestry community rights
- Assess performance of different relevant tenure arrangements and develop recommendations for improvement.

11.2.5 Administrative Support

- Provide administrative and logistic support to the Directorate: Participative Forestry.

Key outputs and results areas include:

- Financial administration
- Office logistics
- Office communications
- Knowledge and information administration [wrong here – this might need a separate entity – see below]
- Directorate secretarial service
- Document processing

11.2.6 Resourcing Considerations

As with the other components, it is necessary to build capacity in Participative Forestry to manage the process of developing tools and programmes, but to contract in specialist skills where needed in the development process. Because of the challenges in shifting forest-

sector development towards poverty eradication, substantial re-skilling is needed among PF staff.

However, this component represents a relatively new area of focus for DWAF and the sector as a whole, with a lot of energy required to ensure the forestry sector meets the challenges of government's objectives for poverty eradication and household security. Latest information indicates that the proposed organisation for the Directorate needs to be strengthened by including:

- a Liaison Officer, who would be responsible for communications, information and logistics with respect to the Directorate as a whole, and
- a programme manager within the same component, who would focus on programmatic components of forestry in local development (linkages with URP, ISRDP, etc) and who would manage Arbor Week as an annual project that cuts across the Forestry Function but which centres on the role of forestry in development.

12 Forestry Regulation

[Note that the contents of what follows will be affected by current discussions regarding the role and function of Forestry Support in Regional Coordination and Support, and the role and Function of Clusters in the Regions. Changes to the OD specifications that arise from these discussions would therefore also affect the contents of job descriptions in several cases.]

12.1 Responsibilities and functions

The Directorate: Forestry Regulation is responsible for ensuring effective implementation of the NFA and NVFFA as instruments of policy, coordinated with market-based and other appropriate instruments of policy. This includes oversight of the leases and other agreements for the management of State forests by third parties such as commercial entities and/or public bodies. Also included is the development and implementation of a coherent capacity building strategy to ensure that the Forestry Function as well as its agents and communities are ready and able to absorb and implement policy and strategy for sustainable forest management. Responsibilities include communication and awareness raising about forest and veldfire regulation and incentivisation in order to create conditions receptive to effective regulation. Similarly, the directorate co-ordinates regulatory developments in forestry with those in linked spheres such as agriculture and the environment.

This Directorate has close ongoing linkages and cooperative arrangements with Clusters, in each of the functional areas set out below, within the frameworks of the implementation initiatives managed by Forestry Support in the Chief Directorate: Regional Coordination and Support.

The key functions in this Directorate include:

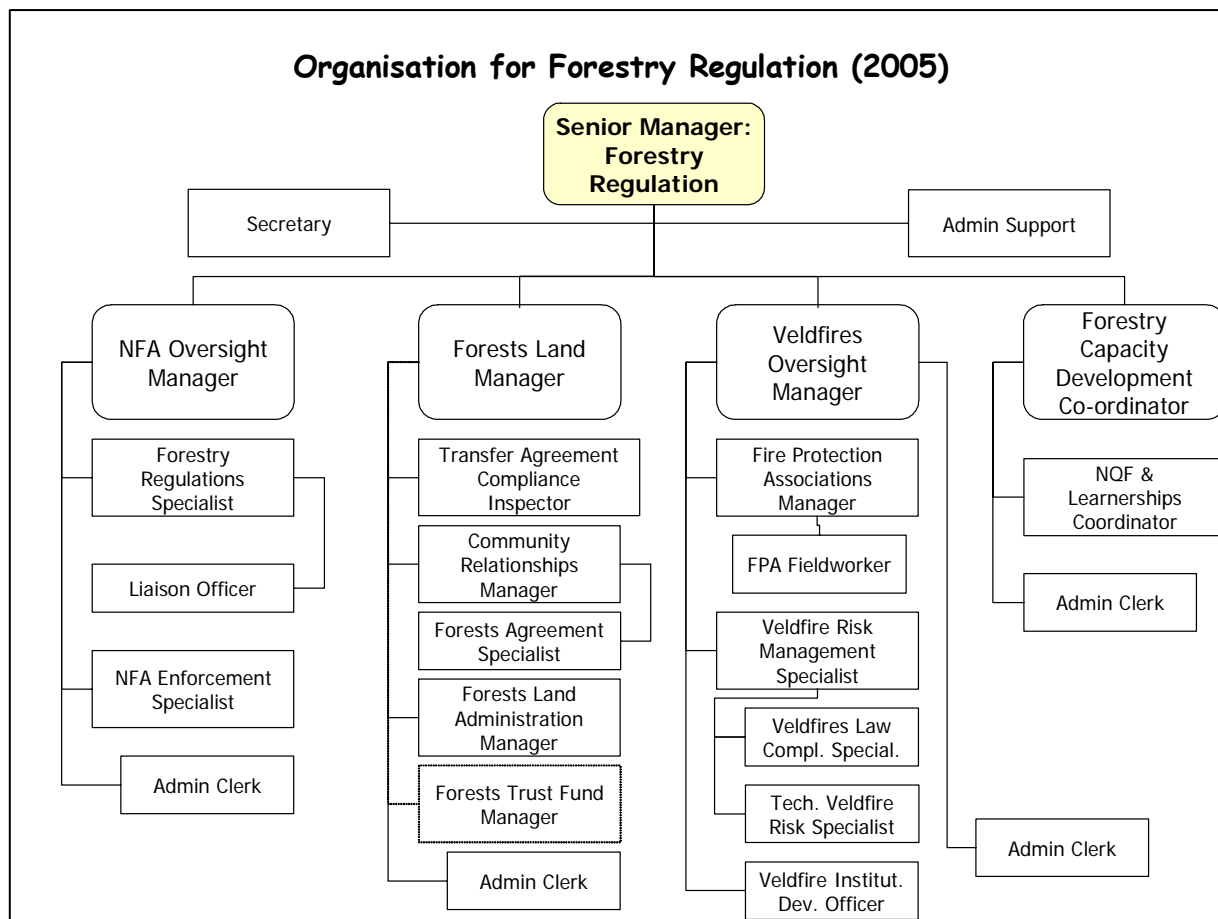
- **Functional Area: Forest Sector Regulation**
 - Regulate sustainable forest management (Chapter 2 of the National Forests Act)
 - Regulate the protection of forests and trees (Chapter 3 of the National Forests Act)
 - Regulate the use of forests: non-tenurial (non-occupatory) use (Chapter 4 of the National Forests Act, Part 1 and Part 2 sections 23, 24, 25 and 28)
 - Manage the administration of the National Forests Act (Chapter 6 of the National Forests Act)
 - Manage the enforcement of the National Forests Act (Chapters 7 and 8 of the National Forests Act)
 - Support and guidance to the development of agreements with third parties regarding the management of State forests
 - Promote and deliver development of capacity to regulate the forest sector
 - Monitor and assess performance of regulatory instruments and ensure their continuous improvement

- **Functional Area: Veld And Forest Fire Regulation**
 - Support the establishment and operation of Fire Protection Associations
 - Promote the development and implementation of the National Fire Danger Rating System
 - Promote improvement in veldfire risk and disaster management
 - Promote development of capacity to regulate the management of veldfires

- Manage the enforcement of the National Veld and Forest Fire Act
- Monitor and assess performance of the instruments of the National Veld and Forest Fire Act and ensure their continuous improvement
- **Functional Area: administration of agreements for the use of land and resources on State forests (i.e. all occupatory or tenorial use; Chapter 4 Part 2 sections 26 and 27 of the National Forests Act)**
 - Administration of leases
 - Administration of Community Forestry Agreements
 - Administration of property rights conferred in terms of the National Forests Act or its predecessors (excluding licensing)
 - State forest land administration
 - Management of the Trust established for collection and disbursement of fees and revenue from transferred forests
- **Capacity-building strategy and coordination for the Forestry Function and the organisations within its spheres**
 - Development and implementation of a policy and strategy for capacity building to support the implementation of national forest policy, in spheres 1, 2 and 3, aligned with the Department's human resources development policy
 - Ensure development and implementation of capacity development policy and strategy and human resources development within the Forestry Function that are compliant with the National Qualifications Framework and the relevant skills development policies and strategy
 - Monitor and assess performance of the strategy and ensure continuous improvement
- **Oversight and maintenance of the business processes for Forest Law and Veldfire Law, Forest Regulation, Compliance and Enforcement, and Forestry Capacity Building**

12.2 Organisational Structure

The following organisational structure is recommended for this Directorate.



12.3 Senior Manager: Forestry Regulation

This role centres on developing and implementing a coordinated strategy for the implementation of policy instruments, principally but not only the Acts, for achieving sustainable forest management and integrated veldfire management in South Africa. This includes the development and deployment of the strategy for capacity building, to broaden and strengthen the institutions required for this purpose. It also includes setting priorities, managing the budget and coordinating the activities of the component to ensure the fulfilment of DWAF's regulatory responsibilities in terms of forest management, State forest land management and veld and forest fire management.

Key outputs and results areas include:

- Overall policy and strategy for the regulation of sustainable forest management and integrated veldfire management
- Policy and integrated strategy for law enforcement
- Business processes for Forest Law and Veldfire Law, Forest Regulation, Compliance and Enforcement, and Forestry Capacity Building implemented and improved

- Integrated strategy for communication on forests and veldfires regulation
- Assessment and review of policy instruments portfolios
- Progress reports on the performance of regulation for sustainable forest management and veldfire risk management
- Policy and strategy for regulating third-party agreements (lessees and others)
- Strategies for improved forest sector regulation and veldfire risk management
- Assure maintenance of a consistent and secure register and information base on all uses (e.g. through licences and agreements) and disposals of state forest land
- Policy and strategy for forest sector capacity building for the three spheres
- Strategy and materials for regulations capacity building in the three spheres

Activities:

- Manage liaison and collaboration with Legal Services and the criminal justice system
- Exercise oversight of implementation and improvement the business processes for Forest Law and Veldfire Law, Forest Regulation, Compliance and Enforcement, and Forestry Capacity Building
- Ensure the provision of advice on prosecution and enforcement to managers and prosecutors
- Ensure education of and communication to the public on forest and veldfire law and companion policy instruments
- Inform and support magistrates on prosecutions
- Ensure implementation of forest and veldfire legislation and ensure their continuous improvement
- Ensure the provision of a framework and advice for drawing up and negotiation of leases and other agreements for occupation and use of State forests
- Ensure proper land administration on State forests
- Ensure managing, evaluating and reporting on the lease agreements and compliance of tenants' and agents' with their responsibilities
- Manage legal relations in terms of other agreements and instruments governing the use of State forests
- Ensure effective financial and legal lease administration
- Ensure the provision of a Forestry Regulations Advice Service
- Ensure co-ordination of a capacity development in spheres 1, 2 and 3 for forestry regulation
- Oversee the coordinated development and implementation of a capacity development strategy for the Forestry Function
- Ensure the development and implementation of an integrated policy and strategy for communication on forests and veldfires regulation
- Oversee implementation of the policy, strategy and guidelines for capacity development
- Ensure monitoring and evaluation of the implementation of regulatory and other policy instruments and their continuous improvement, including the establishment of effective systems for this purpose.

12.3.1 National Forests Act Oversight Manager

This role centres on developing and ensuring implementation of systems and regulations in terms of administering the National Forests Act in order to assure sustainable management of forests and associated resources. Oversight of other statutory and common law is provided so that implications for the NFA may be taken into account. This involves the deployment and where necessary development of a comprehensive portfolio of enforcement instruments and the business processes and systems supporting them, i.e. including regula-

tory and other instruments, the assurance of and where necessary delivery of appropriate capacity building, and the performance monitoring, assessment and review of this portfolio.

Key outputs and performance areas include:

- Strategy for regulating sustainable forest management and its revisions
- Strategy for regulating the protection of forests and trees and its revisions
- Strategy for regulating the non-tenurial use of forests and its revisions
- Strategy for managing the administration of the National Forests Act
- Strategy for communication on the implementation of the NFA
- Mechanisms for coordination and integration with relevant statutes in allied fields, e.g. National Environmental Management Act and its subordinate statutes, the Conservation of Agricultural Resources Act, and the Principles of Community-Based Natural Resources Management
- Business processes for Forest Law, Forest Regulation (Licensing), Compliance and Enforcement, implemented and improved
- Protocol and guide for compliance in EIAs and NWA water-use licensing with provisions in the NFA
- Contribution to forest law reform in Africa and internationally
- Plan for the development of capacity to regulate the forest sector developed and implemented
- Strategy for managing the enforcement of the National Forests Act and its revisions
- Joint implementation protocols and cooperative government arrangements for enforcement of the National Forests Act
- Information system for monitoring and assessing the performance of regulatory instruments and their enforcement
- Periodic reports on the performance of regulatory instruments and portfolio revision and improvement.

Activities:

- Develop and deploy business processes for implementation of the NFA
- Manage and coordinate the implementation and maintenance of the business processes for Forest Law and Veldfire, Forest Regulation (Licensing), and Compliance and Enforcement
- Develop regulations and support their implementation in terms of the NFA.
- Administer the NFA, including developing regulations and/or statutory requirements (including standards), as well as auditing their implementation
- Liaison with the Water Resources Function, Department of Environmental Affairs and Tourism, and Clusters on compliance in EIAs and NWA water-use licensing with provisions in the NFA
- Assist DWAF Clusters and other role players in the implementation of the NFA and associated requirements
- Promote awareness about the requirements of the NFA and provide training to support role players in Spheres 1, 2 and 3 in fulfilling their responsibilities
- Manage the information base for monitoring and assessing performance of regulatory instruments and see to the continuous improvement of the latter
- Progress reporting
- Policy instruments performance assessments
- Review other legislation and suggest improvements where necessary.
- Ensure access to forest management expertise as required by the sub-directorate

12.3.1.1 Forestry Regulations Specialist

Responsibilities centre on understanding, integrating and communicating:- i) the regulations, how they operate, what they mean and to whom they pertain, and ii) the instruments of regulation, and the balance of control and command systems with the employment of cooperative regulation (self-regulation), incentivisation systems and regulation through other institutions (cooperative governance).

Key outputs and results areas include:

- Regulatory portfolio strategy and plan and revisions
- Implemented programme for the administration of the National Forests Act
- Business processes for regulation implementation
- Regulatory instruments impacts assessments reports and portfolio review

Activities:

- Regulatory assessment and improvement
- Design of communication policy and strategy
- Liaises with generators of data
- Development of business processes for implementation of the NFA
- Support, advise and monitor the implementation of the business processes

12.3.1.1.1 Liaison Officer

Responsibilities are to create the informed awareness and effective competence and capacity in institutions in Spheres 1, 2 and 3 required for the effective and efficient implementation of National Forest Act and its regulations. Further this person also manages and maintains the data for monitoring and enforcing SFM and the requirements of the NFA.

Key outputs and results areas include:

- Training needs analysis
- Programme to provide for needs for capacity development in the National Forests Act in Spheres 1, 2 and 3
- Implemented programme of training in Department's procedures and guidelines for the NFA
- Materials for NFA capacity development programme
- Communications materials
- Response to Consultation reports
- Reports on the use of regulatory instruments transgressions and risks
- Reports and recommendations on RIMS

Activities:

- Assist Capacity Development Manager in overall role in the Forestry Function
- Identify training needs related to the NFA
- Develop and implement programmes and materials for capacity development relevant to the National Forests Act
- Implement communications policy and strategy
- Develop and disseminate bulletins and briefing documents on current interpretation issues in the NFA (similar to SARS practice notes; see also Fire Bulletin)
- Conduct training in the NFA where necessary, complementary to training service providers

- Liaise with DWAF Communications Directorate and with communications functionaries in the forest sector
- Periodic assessments of awareness and knowledge among stakeholders of forest-sector regulation
- Liaison with stakeholders
- Maintains the integrity of the data

12.3.1.2 NFA Enforcement Specialist

This role is of promoter of compliance among actors in the forest sector with the intent and provisions of the National Forests Act.

Responsibilities centre on the development, deployment monitoring and improvement of the enforcement strategy for the NFA. Responsibilities also include the promotion of co-operative governance in respect of ensuring compliance.

Key Outputs:

- Contributions to the policy and strategy for enforcement of the National Forests Act
- Contributions to joint implementation protocols and cooperative government arrangements for enforcement of the National Forests Act
- Reports on the implementation of the enforcement policy and strategy
- Risk assessments and risk management strategies in the national, provincial and local spheres
- National, provincial and local enforcement forums
- Enforcement capacity development plan and enforcement training manual

Key Activities:

- Make contributions to the development, deployment and monitoring of enforcement policy strategy, and guidelines
- Conduct monitoring, assessment and reporting on progress with enforcement: collaboration with Clusters
- Conduct risk assessments (and/or the facilitation thereof) and development of risk management strategies at national, regional and local scale
- Promotion and establishment of co-operative governance arrangements and forums
- Technical support to and monitoring of legal proceedings
- Manage the enforcement information in RIMS

12.3.1.3 Administration Clerk

This role provides administrative and logistic support to the Forest Oversight function.

Key outputs and results areas include:

- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing.

12.3.2 Forests Land Manager

This role centres on ensuring that the legal arrangements and aftercare for the occupatory use of State forests in terms of Chapter 4 Parts 2 and 3 of the NFA are sound and continue to assure that these assets and agreements are managed according to DWAF objectives and in the public interest by third parties. This includes oversight of compliance by agencies and other third parties with the terms of agreements for forest land and resource use, after assets have been transferred in the Forestry Transfer process, or after other rights have been given. This oversight is based upon inspections and audits by or on behalf of Clusters or their agents. This role relates to and depends upon (a) Clusters, for oversight of and collation of monitoring reports on the management of State forest assets by third parties (lessees and others), via FS and (b) FTIS, for guidelines and best-operating practice standards for SFM for transfer to third-party agents where needed, as well as advice on the auditing process and on corrective action requests where relevant.

Key outputs and performance areas include:

- Policy and strategy for regulating the occupatory use of forests (tenurial use in terms of Chapter 4 Parts 2 and 3 of the NFA) and its revisions
- Effective administration of all land in State forests
- Design, development and maintenance of the Information system for the monitoring and assessment of compliance with agreements for the management and use of State forests
- Periodic reports on compliance by third-party managers of State forests with the agreements for their use of the forests
- Responses to non-compliance
- Negotiated amendments to forest-use agreements.
- Negotiated settlements with communities

Activities:

- Assist Forestry Transfers with the negotiation and drawing up of the transfer and management agreements with other bodies for the use and management of State forests
- Assist FS in protecting the interests of rights-holders in the management of Categories B and C State forest plantations
- Financial management, including periodic adjustment of rentals
- With Clusters as regional agents, monitoring and oversight of leases for State forests to private sector parties (particularly category A and B plantations, including the control of land use within leases
- monitoring and oversight of and reporting on assignment or delegation of the management of State forests to other organs of state (specifically local and provincial government) or community bodies (particularly category C plantations and indigenous forests), including Community Forestry Agreements
- Develop and implement plans and actions to address non-compliance with terms of agreements.

12.3.2.1 Transfer Agreement Compliance Inspector

Responsibilities of this specialist include the evaluation of SFM “Reports of the FMU”, according to the business process “Assessment of Compliance in the Forest Management Unit with Sustainable Forest Management Criteria, Indicators and Standards”, on the basis of reports generated by FMU managers and overseen by Clusters, for the control of and where necessary amendment to agreements with other parties managing state forests.

Key outputs and results areas include:

- Periodic assessments of compliance based upon annual SFM “Reports of the FMU”.
- Corrective action recommendations

Activities:

- Ensure regular assessment of compliance with SFM on State forests managed by third parties, against terms of leases or other agreements
- Ensure access to forest-management expertise from FTIS
- Ensure regular assessment of compliance by third parties with provisions of NVFFA, other environment acts and any other relevant statutes
- Ensure regular assessment of compliance with the terms of the leases.

12.3.2.2 Community Relationship Manager

This role focuses on a service to Clusters for the maintenance of proper relationships with communities holding direct or underlying rights to State forest land or the resources on State forest land, including coordination with the Department of Land Affairs in the identification of and liaison standards for and agreements with rights-holding communities in respect of land in State forests and the development of a coordinated policy and strategy for the management of relationships with these communities. It provides expert guidance and support to Clusters; with Clusters playing a counterpart role, in which they liaise directly with structures representing these communities. It supports Forestry Transfers with advice on lease agreements, through the work of the Forests Agreement Specialist.

Responsibilities include coordinating State forest management with the Land Reform Programme.

Key outputs and results areas include:

- Joint policy and strategy for incorporation of State forests in the land reform programme (with Land Affairs and Agriculture)
- Guidelines to and elements of agreements to settle the rights to forestry benefits on rights-holding communities
- Information base on claimant and rights-holding communities in State forest use and management
- Policy, strategy and guidelines for support to Clusters in managing community relations

Activities:

- Coordinated planning of land reform initiatives relevant to State forests
- Support to and facilitation of negotiations with communities
- Collaboration with Clusters in assessing and promotion sound community relations
- Assessment of community satisfaction with lease and other use agreements and their administration.

12.3.2.2.1 Forests Agreements Specialist

Responsibilities of this specialist include supporting the formulation of the terms of agreements by Forestry Transfers for the assignment or delegation of, and management and regulation of land and forests on State forests by third parties, particularly for category B and C plantations and indigenous forests (e.g. community-based management agencies, national parks, provincial parks, etc), including Community Forestry Agreements.

Activities:

- facilitates settlement agreements with communities
- drafting terms of head-lease agreements
- formulate assignments and delegations for approval
- provide support to other units in terms of expertise in agreements

12.3.2.3 Forests Land Administration Manager

This is a specialist with detailed knowledge of: i) the legal framework governing state forest land management, and ii) the constitutional framework, and the national legislation guiding management and regulation of the sector and monitoring and evaluation within the sector iii) the cadastre and deeds register for land in State forests and iv) the survey and demarcation of land in State forests. This person is responsible for the administration of all current and new land in State forests. He or she will work closely with the Directorate of Forestry Transfers and with Clusters.

Key outputs and results areas include:

- Inputs to the terms of leases and other agreements
- Forest land information base
- Compliance reports with respect to State forests assets and land use in the leases
- Reports on corrective actions needed to comply
- Administration of land use changes

Activities:

- Assist in or compile legal documentation (leases, MOU's, community agreements, etc) for transfer of state forests to other institutions
- Liaison with Surveyor General and Deeds Office
- Manage Department's State land register
- Administer the acquisition, disposal and release of State forest land
- Ensure and coordinate the administration of land, including servitudes
- Monitor land use and the utilisation of fixed assets on leased State forests and respond to variances from agreed stipulations
- Oversee the management of rentals and the Trust fund
- Ensure conducting of compliance reports with associated corrective actions
- Administer changes in land usage.

12.3.2.4 Forests Trust Fund Manager

The roles and its responsibilities focus on the management of the Trust established for collection and disbursement of fees and revenue from transferred forests .

Key outputs and results areas include:

- Trust Fund accounts
- Compliant community institutions .

Activities:

- ensure that communities comply with PFMA requirements
- administer the disbursements of the rentals to rights-holding communities and their beneficial use of the funds
- ensure calculation and collection of rentals and guarantees

- ensure communities are capacitated to manage funds, in coordination with other organs of state
- maintain the Rental Financial System

12.3.2.5 Administration Clerk

This role is of administrative support to the Manager and team.

Activities:

- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing.

12.3.3 Veldfires Oversight Manager

This role centres on the development and implementation of systems and regulations in terms of the National Veld and Forest Fires Act.

Key outputs and performance areas include:

- Policy and strategy for the establishment and the effective and efficient operation of Fire Protection Associations and its revisions
- Policy and strategy for the implementation of the National Fire Danger Rating System and its revisions
- Business processes for Forest Regulation (Registration and Maintenance of a Fire Protection Association; National Fire Danger Rating System) implemented and improved
- Protocols and procedures for coordination and collaboration with institutions in the Disaster Management and Fire Brigade Services Act
- Memorandum of Understanding with SA Weather Service on the implementation of the National Fire Danger Rating System and other memoranda with relevant organs of State, such as the Department of Provincial and Local Government
- Policy and strategy for promoting improvement in veldfire risk and disaster management and its revisions
- Plan for developing capacity to regulate the management of veldfires and its revisions
- Plan for the enforcement of the National Veld and Forest Fire Act and its revisions
- Veldfire component of the National Disaster Management Framework
- Operational National Veldfire Information System and FPARMS
- Reports on the performance of the instruments of the National Veld and Forest Fire Act.

Activities:

- Develop and deploy business processes for implementation of the NVFFA; i.e. for Forest Regulation (Registration and Maintenance of a Fire Protection Association; National Fire Danger Rating System)
- Further development of a strategy for the implementation of the NVFFA based on the roadmap in the “Report on the Placement of the Fire Function”
- Develop regulations and support their implementation in terms of the NVFFA.
- Administer of the NVFFA, including developing and auditing regulations and/or statutory requirements

- Assist DWAF Clusters and other role players in the implementation of the NVFFA and associated requirements, particularly in terms of linkages with disaster management, National Department of Agriculture, and Department of Environmental Affairs and Tourism to ensure coordinated implementation of the NVFFA promoting awareness about veldfire risks and the requirements of the NVFFA
- Ensure capacity building within DWAF and among other role players to support fulfilment of their responsibilities.

12.3.3.1 Fire Protection Associations Manager

Responsibilities centre on systems and procedures for FPA establishment. This requires a manager with knowledge of the veldfire risk environment of South Africa and institutional knowledge of FPAs including:- i) promotion, development and strengthening of FPA through the Clusters, ii) brokerage of relationship between FPAs, national bodies and commercial and community enterprises, iii) establishment of clear links and channels of coordination and communication between FPAs, national, provincial and local spheres of government and other interested and affected parties and iv) monitoring and evaluation of FPA performance to ensure their efficiency, effectiveness and sustainability.

Key outputs and results areas include:

- Policy, strategy and process standard for FPA registration and administration
- Annual report on the state and performance of FPAs
- Assessments of the effectiveness and efficiency of FPAs with corrective action plans where necessary
- Advise and assist FPAs on operational improvements.

Activities:

- Business process analysis for FPA registration and administration
- Implement capacity building plan for spheres 1, 2 and 3
- Ensure regular review of legislation for FPAs
- FPA annual reports collation and assessment.
- Manage relationships with key stakeholders such as the National Disaster Management Centre, Forestry SA, and AgriSA.

12.3.3.1.1 Fire Protection Associations Fieldworker

Responsibilities centre on managing and supporting the rollout of defined procedures and systems for FPAs and the development, establishment and capacitating of the Associations. Such engagement requires a person with a clear understanding of FPAs in terms of institutional, resources and capacity needs, and the requisite linkages with other organs of state or non-governmental institutions.

Activities:

- Roll-out of systems, registration and capacitating of agencies
- Promotion and development of relationships with Clusters and relevant provincial and local government bodies and interested and affected parties (e.g. Forestry SA)
- Management of information in NVIS and FPARMS (Fire Protection Association Registration Management System)
- Evaluation and collation of FPA annual reports.

12.3.3.2 Veldfire Risk Management Specialist

Responsibilities centre on strategies to manage and thus reduce veldfire risk in South Africa. These include the implementation and improvement of the national veldfire risk assessment and strategy, the National Fire Danger Rating System, the development of capacity to manage veldfire risk, oversight of the management and enforcement of the National Veld and Forest Fire Act, and the monitoring and assessing performance of the instruments of the National Veld and Forest Fire Act as a basis for improvement to veldfire risk management.

Key outputs and results areas include:

- Periodic updates of the national veldfire risk assessment and strategy
- Periodic reports on performance of the National Fire Danger Rating System
- Recommendations for improvements to the National Fire Danger Rating System
- Recommendations for improvements to national and provincial veldfire risk assessments and risk management standards
- Policy and strategy for enforcement
- Periodic reports on national veldfire incidence and risk profile
- Manage the memoranda of understanding with SA Weather Service and others.

Activities:

- Liaison with SA Weather Service and other key stakeholders
- Management of research services for fire danger rating and veldfire risk assessment and management
- Monitoring and assessment of national veldfire risk.

12.3.3.2.1 Veldfires Law Compliance Specialist

This role is of promoter of compliance among landowners and the public with the intent and provisions of the National Veld and Forest Fire Act, as a strategy for the prevention of wildfires and of veldfire-related crime.

Responsibilities centre on the development, deployment monitoring and improvement of the enforcement and compliance strategy for the NVFFA. Responsibilities also include the promotion of co-operative governance in respect of ensuring compliance.

Key Outputs:

- Contributions to the policy and strategy for enforcement of the National Veld and Forest Fire Act
- Contributions to joint implementation protocols and cooperative government arrangements for enforcement of the National Veld and Forest Fire Act
- Reports on the implementation and improvement of the enforcement policy and strategy
- National, provincial and local enforcement and compliance forums
- Enforcement capacity development plan and enforcement training manual

Key Activities:

- Make contributions to the development, deployment and monitoring of enforcement policy strategy, and guidelines including joint implementation planning with FS

- Conduct monitoring, assessment and reporting on progress with enforcement: collaboration with Clusters
- Promotion and establishment of co-operative governance arrangements and forums
- Technical support to and monitoring of legal proceedings
- Manage the enforcement information in NVFIS

12.3.3.2 Technical Veldfire Risk Specialist

Responsibilities pertain to the technical details of the veldfire risk management strategy. The specialist must have a sound technical understanding of the risk assessment process, and the assumptions and principles underpinning that process. The specialist must procure research and analysis, and undertake the technical evaluation and monitoring of the programme (and develop recommendations) to ensure effectiveness, efficiency and sustainability.

Activities:

- Evaluation of veldfire risk management standards and national veldfire risk profile
- Develop recommendations for improvements
- Liaison with SA Emergency Services Institute, SABS and other key stakeholders
- Integration of veldfire component of the National Disaster Management Framework into provincial and local disaster management plans through advice and guidance to Clusters.

12.3.3.3 Veldfires Institution Development Officer

The role and responsibilities centre on the establishment of relationships and the maintenance of collaboration and cooperation with the FPAs and other institutions in veldfires management, through the Clusters, and to promote and create the awareness and capacity in Spheres 1, 2 and 3 required for the National Veld and Forest Fire Act and its regulatory requirements.

Key outputs and results areas include:

- Strategy, guidelines and programme to provide for needs for capacity development in the NVFFA in Spheres 1, 2 and 3
- Implemented programme of training in Department's procedures and guidelines for the NVFFA
- Materials for NVFFA capacity development programme
- Communications materials
- maintenance of the information systems for the NVFFA (NVIS and FPARMS)

Activities:

- Assist Capacity Development Manager in overall role in the Forestry Function
- Develop and implement strategy, guidelines, programmes and materials for capacity development relevant to the NVFFA
- Conduct training in the NVFFA where necessary, complementary to training service providers
- Liaison with DWAF Communications Directorate and with communications functionaries in the forest sector
- Management of information on the NVFFA
- Implementation of communications policy and strategy

- Develop and maintain relationships between agencies, clusters, national, regional and local government (cooperative governance) and other interested and affected parties (commercial/ community-based forestry, national parks etc)
- Manage stakeholder consultation and communication and support the forums and other structures
- Deliver the communications programme on veldfires, including the Fire Bulletin
- Periodic assessments of awareness and knowledge among stakeholders of veldfires regulation.

12.3.3.3.1 Administration Clerk

Administrative and logistic support.

Activities:

- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing.

12.3.4 Forestry Capacity Development Coordinator

This role involves coordinating and facilitating capacity building, training and skills development strategies, programmes and initiatives in the Forestry Function and the forest sector as a whole, i.e. in the service of Spheres 1, 2 and 3, in close collaboration with other Directorates. It includes measures to ensure compliance with the Skills Development Act and other elements of national policy for human resources development, as well as an approach that is aligned with the Department's human resource development policies.

Key output and results areas include:

- Forestry Capacity Development policy, strategy and guidelines (aligned with the Department's human resources policies)
- Business process for Forestry Capacity Building implemented and improved
- Capacity development delivery plans coordinated with Directorates and Clusters
- Partnership arrangements with training and education providers
- Assessment reports on implementation of the capacity development strategy

Activities:

- Manage the formulation and periodic review of an overall capacity development policy and strategy, aligned with the Department's human resources development policy
- Manage and coordinate the implementation and improvement of the business process for Forestry Capacity Building
- Coordinate with DWAF HRD to ensure coherent rollout of training
- Develop an interim training strategy to meet immediate needs
- Develop plans with input from subject matter specialists and functional training committees in the National Office Directorates and Clusters

- Ensure and monitor plans for induction and individual development within the Forestry Function
- Give support to and liaison with Cluster Functional Training Committees
- Develop annual training plans and budgets
- Manage training and learning implementation
- Oversee compliance with the NQF and Skills Development Act
- Collaborate with P&R components in the development of programmes and courses.
- Ensure coherence in the development of these programmes
- Co-ordinate programme roll out with the Clusters.

12.3.4.1 NQF and Learnerships Coordinator

This role provides support to the Capacity Development Manager, with responsibilities focusing on securing compliance in the Forestry Function with national skills development policy and legislation, e.g. the South African Qualifications Authority Act (No. 58 of 1995), the White Paper on Public Service Training and Education (1997), the National Skills Development Act (No. 97 of 1998), the Public Service Regulations Part IX (2001), and the Human Resource Development Strategy for the Public Service (2002 – 2006)

Key output and results areas include:

- Compliance with the Skills Development Act (SDA) and the NQF
- Accreditation of courses and the management of learnerships
- Skills programmes for FF aligned to unit standards and NQF
- Reports on Forestry Function compliance and performance
- Development of systems for rollout of interventions
- Defined learnerships and internships for the Forestry Function
- Mentors and assessors trained and accredited for the Forestry Function
- Capacity Development research and best practice.

Activities

- Manage and coordinate Forestry Function learnerships with DWAF HRD
- Develop and implement strategy and plan to ensure compliance with SDA and relevant statutes and policies
- Maintain liaison with SAQA and NQF structures including relevant SETAs
- Monitor, assess, report upon and recommend corrective actions with respect to compliance
- Ensure training and accreditation of mentors and assessors
- Facilitate and support registration of learnerships and internships for capacity development with the SETA and the Department of Labour
- Promote the establishment of the Standards Generating Body for the forest sector
- Design, procure and maintain information systems in order to manage rollout of training and management of learnerships
- Periodic monitoring and evaluation of the learnerships system and interventions with recommendations for improvement.

12.3.4.2 Administrative Support

Provide administrative and logistic support to the Directorate

Key output and results areas include:

- Financial administration
- Office logistics
- Office communications
- Directorate secretarial service
- Document processing

12.4 Resourcing Considerations

Much of the capacity required to perform these regulatory functions does exist within DWAF, but this capacity should be strengthened and expanded, particularly because of the need to regulate and/or assist possible government or community agents. It is not appropriate to contract in external capacity for these functions, except for some developmental purposes, such as the development of regulations. In addition, there is inadequate capacity for full and timely implementation of the NVFFA, and the recommendations in this regard in report on “Placement of the Fire Function” will need to be implemented.

The capacity of the former Forest Land Management Unit (FLMU) needs to be repositioned and refocused to take account of a functional scope that extends beyond the two leases managed to date, and which extends further to include all use-right agreements on State forest land, as well as the centralisation of the administration of State forest land. In addition, it needs to take account of the role of the Directorate: Forestry Transfers, and the complementary roles of the Clusters in this field.

With the Capacity Development function having been located here, it is necessary to review the structure for this Directorate while simultaneously reviewing responsibilities assigned to positions in all National Office Forestry Directorates to ensure that function-specific capacity building responsibilities are properly captured.

13 Conclusion and Way Forward

13.1 Main Changes in the Organisational Design

While the spirit of the 2003 High Level Organisational Design approved by RCC has been maintained, the detailed design set out in this document has further developed the functional organisation, responsibilities and activities required (their) for the P&R component of the Forestry Function. Greater detail has been inserted in the process, to better specify the capacity required for the function or reflect the emerging understanding of the requirements of a regulatory function in the sector.

The *Forest Policy and Strategy* and *Forestry Regulation* components remain relatively unchanged, albeit with an improved definition of the staffing and a slight bolstering of the capacity required to perform these functions.

Participative Forestry has a significantly improved definition of roles, responsibilities and functions, as well as an increase in the capacity to perform these functions (with the definition of 3 sub-components, rather than one). This is due to the government priority on this focus area and the relative under-capacity in the previous proposals.

Forestry Technical and Information Services has been allocated the responsibility to maintain a knowledge-management and analysis capacity as a service to the entire sector, which has resulted in an increase from 2 to 3 sub-components. This is due to the emerging need for sector analysis and dissemination both to support internal processes and external clients, but especially to support the powerful role of information as an instrument of policy.

13.2 Implications for Migration

There are few implications for organisational migration, apart from the potential movement of certain individuals to suit personal interests – the main migration occurred 18 months ago. However, there is a need for recruitment and appointment of additional personnel in P&R Forestry to bolster the capacity to perform these functions, according to the organograms outlined in this document.

13.3 Next Steps

This document incorporates the draft structural design for the Forestry Function, from the level to Director to Assistant Director and Specialist. It identifies the main functions, responsibilities and activities attached to the functions. The design reflects the shift in the overlap function of DWAF with respect to its Forestry Function over the past five years, and anticipates what is yet to come. In this way the new design improved the fit of the organisation to its strategic purpose.

The activities set out below are required in order to complete the process:

- Submit the draft report to relevant senior management for feedback (e.g., DDG P & R; DDG Regions; Manager Transfers; DDG Corporate Services)
- Incorporate the role and functions of Top Management, including the DDG and Chief Director
- Review the elements of design in focus sessions with each Directorate
- Provide establishment recommendations

- Cost the Structure recommendations
- Develop job descriptions
- Evaluate jobs where required
- Develop a Sourcing Strategy for Forestry P & R
- Develop a Submission for the FFMC, DDG P & R and the RCC
- Obtain endorsement from the DG.

ANNEXURE. DEFINITION OF TERMS

Act: a statute administered by DWAF.

Activity: a discrete step in a business process that is assignable to a person or entity within DWAF who is then accountable for the success of the activity

Audit: a periodic assessment or inspection of an entity, resource or process according to predetermined criteria, indicators, and standards.

Business process: a defined sequence of minimum activities that leads to a predefined output, each of which discrete and dependent on the foregoing activity and necessary for the completion of the process.

Command-and control (policy) instrument: a mandatory regulatory requirement.

Core business process: a business process without which the Forestry Function cannot operate and which uniquely distinguishes the Forestry Function from other functions in DWAF and from all other organisations.

Economic (policy) instrument: a measure that promotes compliance with policy through economic rewards to enterprises or households that achieve policy compliance, or compliance with minimum or higher standards of operation.

Entity: an organisational unit within or without the Forestry Function, with which an activity is linked or to which an output is directed.

Evaluation: the process of examining the findings of a monitored phenomenon.

Forest: any of the assets or resources defined as a forest in the National Forests Act, as well as resources outside forests such as urban trees and agro-forests.

Forest ecosystem goods and services: the forest products, non-wood forest products and other tangible and intangible services provided by forest resources and ecosystems.

Forest resource: the forest ecosystems or natural or planted groups of trees that deliver forest goods and services of any kind.

Forest sector: the assets, resources, processes, and institutions that deliver forest and forest ecosystem goods and services and the industries and markets linked to forest goods and services.

Forestry: the activities involved in forest management.

Forestry Function: the sum of the Core Business processes in DWAF focused on the forest sector.

Governance: the exercise of authority for the common good through formal and informal traditions and institutions.

Hazard: the source of risk; a danger to which an activity or resource is exposed.

Incentive: a policy measure that rewards compliance with forest policy objectives, without mandatory measures.

Indigenous forest: a natural forest or woodland as defined in the National Forests Act.

Input: the information, documented or verbal, required to conduct an activity in a process.

Institution: an establishment, organisation, or association, instituted for the promotion of some object; an established law, custom, usage, practice, organisation, in the political or social life of a people

Key focus area: an area of strategic focus for the Department

Market-based (policy) instrument: regulations that encourage behaviour through price signals rather than through explicit instructions or control measures (command-and-control instruments).

Monitor, monitoring: the process of observing the state of an entity or resource, or quality of a process, by measurement or otherwise.

Output: the information generated by an activity in a process.

Policy: a line of argument rationalizing the course of action of a government; a course of action adopted and pursued by government

Policy instrument: a measure identified and adopted in policy to achieve or support the chosen policy purpose; the means chosen by government to address an issue; mechanisms that induce desired changes in behaviour

and/or the development and diffusion of particular technologies. Policy instruments are of the following kinds: regulatory and juridical; economic and market; information; institutional; agreements (including protocols and contracts).

Quality assurance: management of the controls that ensure a process, product or service complies with predetermined standards.

Regulation: the process of ensuring that the forest sector or an element of it develops in a desired way, through enforcement of law, providing incentives, or directing or guiding through information, communication, or advocacy; the implementation of all the instruments of policy.

Risk: the combination of probability of an event and its consequence, when an event originates from a hazard.

Risk factor: the kind of hazard to which an activity or resource is exposed, and which is the source of risk.

Suasion (policy) instrument: a measure to develop a culture of policy compliance among sector stakeholders and the public; e.g. information on performance; negotiated agreements; eco-labelling; etc.

Support process: a business process that is required in the delivery of a Core Business Process but which also supports all other Core Business Processes.

Tenure: an exclusive right or entitlement to a material or non-material forest good, established through law, custom, contract, concession or other agreement (e.g. lease, servitude).

Tenurial: pertaining to the tenure of forest resources.

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