
Masterplan toolkit

*An annexure to the masterplan guide, containing all
resources, tools and templates*

The toolkit at a glance

The following templates, resources and tools are included in this toolkit. The link to the dashboard tool is indicated throughout the toolkit

Phase	Templates/ Tools & Resources	Page number
Phase 1: Preparation phase	Template 1: Steerco terms of reference (ToR) stipulating role of 3 social partners in MP development	4
	Template 2: ToR to appoint service provider	6
	Template 3: Appointment letter for service provider	8
	Template 4: Letter of appointment for steerco	10
	Template 5: inception meeting agenda	11
Phase 2: Development: Situational analysis	Tool 1: PESTEL, SWOT, five forces, and value chains	13
	Template 6: Table of content for situational analysis	23
Phase 3: Development: Prioritise & Develop plan	Resource 1: Defining and describing co-creation	26
	Resource 2: Defining and achieving consensus	29
	Resource 3: the logic of the MPs (and compiling the house structure)	35
	Template 7: List of important outcomes (long list)	37
	Template 8: Masterplan Table of Contents	38
	Template 9: First 12-18 month priority action plan	42
	Template 10: Table of commitments	44
	Template 11: Indicator table for objectives (Key performance indicators)	46
	Tool 2: Prioritisation matrix	47
Phase 4:	Template 12: Functions of EOC (implementation phase)	50

Implementation	Template 13: Functions of implementation task teams	51
	Template 14: Functions of MP PMO	52
	Tool 3: four-tiered assessment framework	53
	Template 15: EOC terms of reference (ToR) stipulating role of 3 social partners in MP implementation	56
Phase 5: Monitor & Manage	Template 16: Progress meeting report	59
	Template 17: First 12-18 month monitoring Plan (and for further phases going forward)	64

Phase 1: Preparation

TOOLS, RESOURCE AND TEMPLATES

Template 1: Steerco terms of reference (ToR)

Purpose of resource:

To provide a clear Terms of Reference (ToR) for the steerco, stipulating the role of the three social partners.

When to use this tool:

When setting up the steerco which will oversee the development of the masterplan, this ToR is utilised. The ToR provides the terms of engagement for the partners, stipulating the role of the three social partners.

Guideline for using the Steerco ToR

When the steerco is set up, the following template is used to draft the steerco ToR. Once the ToR is drafted, it is presented to the steerco, to which it will be agreed.

TERMS OF REFERENCE

Purpose	To oversee the development of the masterplan To remove any blockages and ensure project is on track and on schedule
Mandate	Guide and participate in the development of the masterplan, facilitated by the service provider. This includes participating in the co-creation of masterplan. Monitor and evaluate progress against masterplan development Take action to unblock impediments to the development of the masterplan
Term	Until adoption of masterplan
Chairperson	Insert name, department and contact details <i>As per the masterplan guide, it is suggested the chairperson comes from the lead government department</i>
Secretariat	Insert name, organisation and contact details
Meeting Schedule	According to the deliverable submission dates, or ad hoc as key decisions are needed

Who calls meetings	Secretariat, supported by service provider
How to constitute members	All three social partners have representation on the steerco.
Members	Representatives from Government, Labour and Business <i>List members here</i>
Role of members	The members of the steerco shall: <ul style="list-style-type: none"> ● Participate in development of the masterplan, facilitated by the service provider. ● Participate in the co-creation elements of masterplan. This includes all three social partners. ● Review and provide comments on the deliverables produced by the service provider. ● Participate meaningfully and consistently in the steerco meetings.
Quorum	Quorum shall be when at least two thirds of member are present

Template 2: ToR to appoint service provider

Purpose of resource:

The contract manager utilises this resource when requesting proposals from potential service providers. This template is populated to reflect the requirements of the particular masterplan, keeping the base information uniform.

When to use this tool:

When a masterplan has been identified for development, a service provider needs to be appointed to provide an evidence base and/or lead the development of the masterplan.

Guideline for using the ToR:

Ensure the following is covered in the ToR:

1. Background

[Insert from Section 1 of the guide](#)

2. Objectives of the masterplan

A masterplan is a comprehensive plan of action. It is used as a tool to define coordinated plans of action (policies, programmes, etc) which are aligned with a common set of goals and targets determined and co-created by all the key stakeholders in the defined industry.

3. Methodology

Although there is a standardised and ‘prescribed’ methodology for the development of Masterplans, service providers must outline detailed, well thought-through and articulated approaches which they will apply to conduct the Masterplan process. The proposed approaches must be outcomes-oriented; explicitly outlining actions and the measures that will be taken to ensure a stakeholder-driven process, stakeholder buy-in and ownership of the masterplans across all relevant Government, Business and Labour constituencies.

4. Qualifications and Experience Requirements

Service Providers must propose well-qualified and experienced teams which meet the following minimum requirements:

- a. The **team leader** must have a relevant post graduate qualification in [xxxx](#); a minimum of ten (10) years’ experience in inter alia facilitation, economic strategy development or industrial policy, programme design and implementation, industry and/or business development.
- b. The **other team members** must have a minimum of a degree in [xxxx](#); minimum of five (5) years’ experience in inter alia economic research or industrial policy, economy strategy,

industry / business planning and development, employment and skills policy, project management, programme design and implementation, industrial finance.

5. Project Deliverables

- a. Complete a **situational analysis**, utilising an evidence base that everyone can agree to and that is relevant to the current environment.
- b. Build a **draft masterplan**, that includes
 - i. a list of prioritised outcomes for the sector
 - ii. overarching commitments made by key social partners.
 - iii. project management arrangements for implementation of the masterplan
 - iv. detailed priority action plan for 12-18 month period, along with objective indicators and specific deliverables / actions by the social partners
- c. Produce a **consultation report**, which covers the consultation undertaken throughout the masterplan process.
- d. Produce a **final draft masterplan** that includes areas of consensus between key stakeholders
- e. Provide reports to the lead department and overall steerco as required
- f. Until such time as the PMO is established, support the implementation task teams to:
 - i. Develop detailed budgets for the 12-18 month action plan
 - ii. Develop monitoring plans for the 12-18 month action plan
 - iii. Advise the PMO on its budget and other requirements to ensure effective project management oversight

6. Project Timelines

Deliverable a) to e) to be complete within 35 - 39 weeks. Deliverable f) to be completed within 6 months.

7. Conditions

As per contract managers general conditions

8. Obligations of the parties

As per contract managers general conditions

Template 3: Appointment letter for service provider

Purpose of resource:

The contract manager utilises this resource when the preferred service provider has been selected. This template is utilised to reflect the requirements of the particular masterplan, keeping the base material uniform.

When to use this tool:

Once the preferred service provider has been selected.

Guideline for using the Appointment Letter

Ensure the following fields are covered:

1. Objectives of the masterplan

A masterplan is a comprehensive plan of action. It is used as a tool to define coordinated plans of action (policies, programmes, etc) which are aligned with a common set of goals and targets determined and co-created by all the key stakeholders in the defined industry.

2. Deliverables

- a) Comprehensively reviewing the **xxx** sector's present position, policies, and broader ecosystem to establish a sound empirical picture of the sector, which all stakeholders can agree to.
- b) Complete a **situational analysis**, utilising an evidence base that everyone can agree to and that is relevant to the current environment.
- c) Build a **draft masterplan**, that includes
 - a. a list of prioritised outcomes for the sector
 - b. overarching commitments made by key social partners.
 - c. project Management arrangements for implementation of the masterplan
 - d. detailed action plan for first 12-18 months, along with objective indicators and specific deliverables / actions by the social partners
 - e. Produce a **consultation report**, which covers the consultation undertaken throughout the masterplan process.
 - f. Produce a **final draft masterplan** that includes areas of consensus between key stakeholders
- d) Until such time as the PMO is established, **support the implementation task teams** to:
 - i. Develop detailed budgets for the 12-18 month action plan
 - ii. Develop monitoring plans for the 12-18 month action plan
 - iii. Advise the PMO on its budget and other requirements to ensure effective project management oversight
- e) For the duration of the masterplan development, establish and interact with task teams and steerco to contribute to the development of the masterplan. Initiate the establishment of an Executive Oversight Committee (EOC) for prioritization and sign-off, monitoring of implementation and clearing of blockages that may arise.

- f) Package the situational analysis, consultation report, draft masterplan and final draft masterplan into a high-quality, narrative report and presentation for use by stakeholders. This will be required by the end of [xxx](#).
- g) Provide reports to the lead department and overall steerco as required

3. Project Timelines

Draft masterplan to be completed within 35 - 39 weeks. Implementation support to conclude 6 months after the masterplan has been signed off.

4. Conditions

As per contract managers general conditions

5. Obligations of the parties

As per contract managers general conditions

Template 4: Letter of appointment for steerco

Purpose of resource:

Once the steerco members have been identified, one would send this appointment letter to each member, formally acknowledging their role on the steerco (which includes roles and responsibilities).

When to use this tool:

When the members of the steerco have been identified. This template is adjusted for the specific masterplan.

Guideline for using the inception meeting agenda

The appointment letter is prepared for each member of the steerco by the secretariat. These letters are signed by the steerco chairperson and sent to each steerco member.

The following is included in the letter of appointment:

Purpose of the steerco:

To oversee the development and co-creation of the masterplan

Mandate of member:

- Participate in development of the masterplan, facilitated by the service provider. This includes participating in the co-creation of masterplan.
- Monitor and evaluate progress against masterplan
- Take action to unblock impediments to the development of the masterplan

Term:

Until the adoption of the masterplan and the establishment of the EOC

Meeting schedule:

According to the Deliverable submission dates, or as hoc has key decisions are needed

Role of members:

- Participate in development of the masterplan, facilitated by the service provider.
- Participate in the co-creation elements of masterplan. This includes all three social partners.
- Review and provide comments on the deliverables produced by the service provider.
- Participate meaningfully in the steerco meetings.

Template 5: Inception Meeting Agenda

Purpose of resource:

Provide a baseline agenda for the inception meeting, which is convened by the chair of the steerco, together with the contract manager.

When to use this tool:

At the inception meeting.

Guideline for using the inception meeting agenda

The inception meeting is used to:

- Agree steerco mandate and representation (including co-chairs of steerco).
- Steerco input on EOC representation and agree steerco chair to support the lead minister in establishing the EOC.
- Confirm expectations of the steerco members
- Summary overview of approach and methodology (including co-creation and what is meant by this)
- Agree detailed work plan and deliverables, presented by the service provider.
- Motivation for the MP, with a high-level sector background.
- Preliminary discussion on scope of the MP e.g. which elements of the value chain, key areas of focus.
- Suggestions on stakeholders / experts to include in the process of consultation, potential task teams.
- Agreement on literature and reports to be sourced, and non-disclosure agreements (NDA) if required.
- Agree the deadlines for the circulation of the inception report draft and comments from steerco members.

Phase 2: Situational analysis

TOOLS, RESOURCE AND TEMPLATES

Tool 1: PESTEL, SWOT, Five Forces and Value Chain

Overview

The four tools outlined below - PESTEL (Political, Economic, Social, Technological, Environmental and Legal), SWOT (Strengths, Weaknesses, Opportunities and Threats), Five Forces and Value Chain - are strategic, diagnostic and analytical, and can be used with existing information, as intended by the masterplan programme - rather than executing primary research. Sometimes they use the same information to answer different questions, generally working together. However, depending on information and analysis already available for a masterplan sector, it may not be necessary to apply all of them.

The PESTEL analysis provides the team with a clear view of the external factors that impact an industry and its competitiveness. It allows for external challenges to be well understood, and then mitigated.

The SWOT analysis focuses on elements of an industry value chain, identifying where the opportunities are and what is - or may be - for or against them.

The Five Forces analysis determines the current and future profitability of an industry and provides options for action to improve stability and profitability, and allows for an understanding of the impact of investment in, for example, improved technology.

Finally, the Value Chain analysis provides a clear picture of where linked and supportive industries and services are required, and the overall strength of the industry.

From the masterplan perspective, if a choice is to be made between these tools, the PESTEL and the Five Forces would be preferred, given the growing complexities of external environmental issues and the focus of Five Forces on internal dynamics and options for action. If dealing with a new or young sector, for example cannabis in South Africa, SWOT and the Value Chain of similar products and markets would provide sufficient perspective to begin making choices.

Tool: PESTEL

Purpose of resource:

This tool describes how to utilise the PESTEL analytical tool when doing the situational analysis phase.

When to use this resource:

The PESTEL tool is used during step 4 of phase 2. It is an analysis which is undertaken in order to evaluate the external environment which is impacting on an industry, and which can cause positive and negative impacts. The PESTEL analysis does not try to explain the impact of the factors affecting an industry, it simply records them. PESTEL is an acronym for *Political, Economic, Social, Technological, Environmental and Legal* (PESTEL).



Political

All industries are affected by political factors that are both national and international. These include trade issues (such as South African trade agreements with other countries), taxation and other regulations, such as exchange controls and standards and accreditation policies. It also includes international agreements to which South Africa is a signatory e.g. climate change.

Economic

Local and global economic factors affect the sector/s involved in the masterplan e.g. GDP growth, exchange rates, interest rates, production and consumer inflation, as well as labour and competition policies. The impact of economic factors may differ quite considerably across industries, transport and exchange rates for industries that export their production, while a factor like power supplies is cross-cutting. These can be linked to the core goals of the RIS. Of particular interest in the South African context is potential for new employment, especially youth employment. It is important to note here that South Africa's national goals are not purely economic and that social goals are critical, The masterplan process seeks to address the social needs of citizens through economic means - as such in this section of the PESTEL, attention should be paid to employment dynamics, and how they affect, and in turn may affect- economies and growth. There may be overlap between the economic and social aspects here, as unemployment has to be addressed sustainably, and this impacts the economic factors and the social variable outlined below.

Social

Various social factors impact on a sector or industry to varying degrees. For example, the level and nature of skills needed by an industry and their availability depends on the quality of the education system. Details of the sector employment profile and skills profile should be included in this section, together with an indication of the most labour-intensive parts of the sector and where there are opportunities to grow employment. The number of workers available depends on employment rates, and In South Africa, the number of black South Africans working at all levels of an industry is one indicator of the extent to which transformation and inclusion have occurred. The same measure applied to women demonstrates the level of gender equity in the sector, and the number of local suppliers in a supply chain may assist in measuring the commitment of the industry to supporting local

small businesses. Some transformational policies and strategies may have significant social implications and therefore need to be addressed from that perspective. Currently, the South African unemployment rate is one of the highest in the world for an industrial economy, with the highest levels of unemployment being among the youth. This is a crucial consideration for this section and for the masterplan overall.

Technology

Technology and its use have a critical impact on all industries. Some technologies have general impact regardless of sector, while others are sector specific. Technology can differentiate a sector in terms of competitiveness and productivity. In some industries, and at some locations along the value chain, technology can provide employment opportunities, even in the 4Ir and digitisation context. Attention should be paid to areas where technology can be used to stimulate and support sustainable employment along value chains, without ignoring areas where technology may reduce jobs at that part of the chain but increase it in others. This relates in important ways to the Just Transition.

Environment

The natural environment and how it is engaged by a sector today is often a matter of compliance but can also create economic and social value. For example, recycling of water in a water scarce area, and waste recycling to produce energy can have significant impacts on cost as well as the local natural environment and the social environment. Mitigation of emissions has become a critical factor and sectors (such as manufacturing and mining) which have significant impact on carbon emissions now have more costly and more demanding compliance. Availability of sunshine and wind can make a difference in the renewable energy sector. In particular, strong trends in this area are stimulating entire new job and skills sets, many of them localised and region specific, which can address youth unemployment issues.

Legal

Legal factors are the regulations and legal compliance issues with which a sector must comply. For example, specific accreditations and standards apply to the aeronautics industry when manufacturing components. Food and beverage manufacturing for human consumption has strict regulations. In the creative industry, copyright law is a critical factor and in research, intellectual property law is particularly relevant.

NOTE

- Key factors identified using PESTEL will need to be kept on the radar: any change in a critical external factor should be assessed and adaptations made to strategy as required.
- The identified factors should be measured using reliable sources. For example, to support comment on a legal factor, the relevant Act can be quoted, and so on.

Tool: SWOT

Purpose of resource:

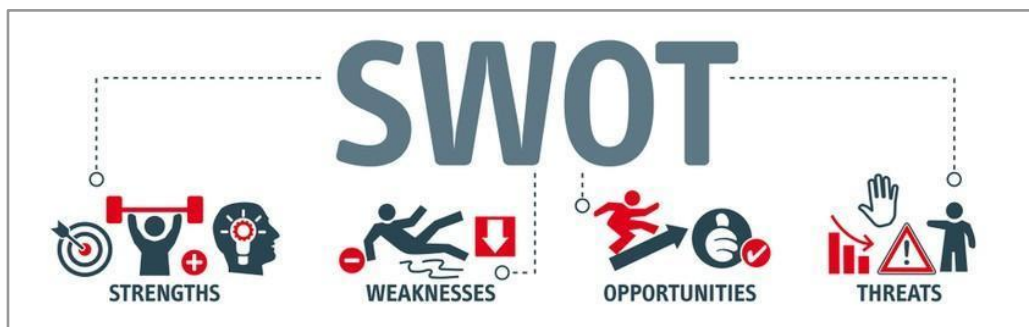
This tool describes how to do a SWOT analysis, a common analytical tool used during the situational analysis phase.

When to use this resource:

A SWOT analysis of an industry is used to identify what to do to improve the position of an industry. With changes happening all the time, the SWOT should be revisited at least annually.

Guideline for doing a SWOT analysis

SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats (SWOT).



Strengths

These are the positive attributes of the sector/industry which make it able to compete relative to its competition. For example, a strength for the South African iron ore mining industry is its access to high grade Iron ore and accessible deposits, which reduces its costs and increases the prices it can achieve. This is not true of the South African gold mining industry, where remaining deposits are deep and low quality.

Weaknesses

Weaknesses are those factors that dilute competitiveness of the industry in its chosen markets. For example, in some manufacturing industries, such as Steel, South African distance from major markets combined with its cost of production make it uncompetitive in some of those markets. Such weaknesses can sometimes be addressed by using various tools such as better technology, improved logistics and lower contracted rates of inputs. A lack of essential skills can be offset in the short term by importing skills. Other weaknesses are less amenable to intervention and will have to be offset in some other way if the industry wants to remain competitive in certain markets. For example, one means of reducing weakness at a primary industry level is to increase value added production.

Opportunities

Opportunities are external events which offer a means for the sector to grow. A new geographical market, a new application for a product – for example the use of the internet to stream movies and

music- or changes to regulations. For example, the change to green and clean energy opens up the potential for very large new markets in terms of products and services all along the value chain.

Threats

Threats are external events over which the sector has no control. For example, investment in coal has reduced sharply since the Paris Agreement, committing countries to reducing carbon emissions, has begun implementation. Changes in availability and/or reliability of essential inputs can change the viability of an industry - if contingency plans are not made. For example, if electricity is not reliably available, and/or if it is more expensive relative to competitors. In the agricultural sector, water is a critical issue.

NOTE

- The important factors impacting on an industry which have been identified by a SWOT will need continuous scanning: any change in a critical external factor impacting on an industry will have consequences for that industry.
- Support the SWOT with evidence. For example, to support a threat of lesser availability and more cost of electricity, cost and availability trends can be used, relative to major competitors.

Tool: Five Forces¹

Purpose of resource:

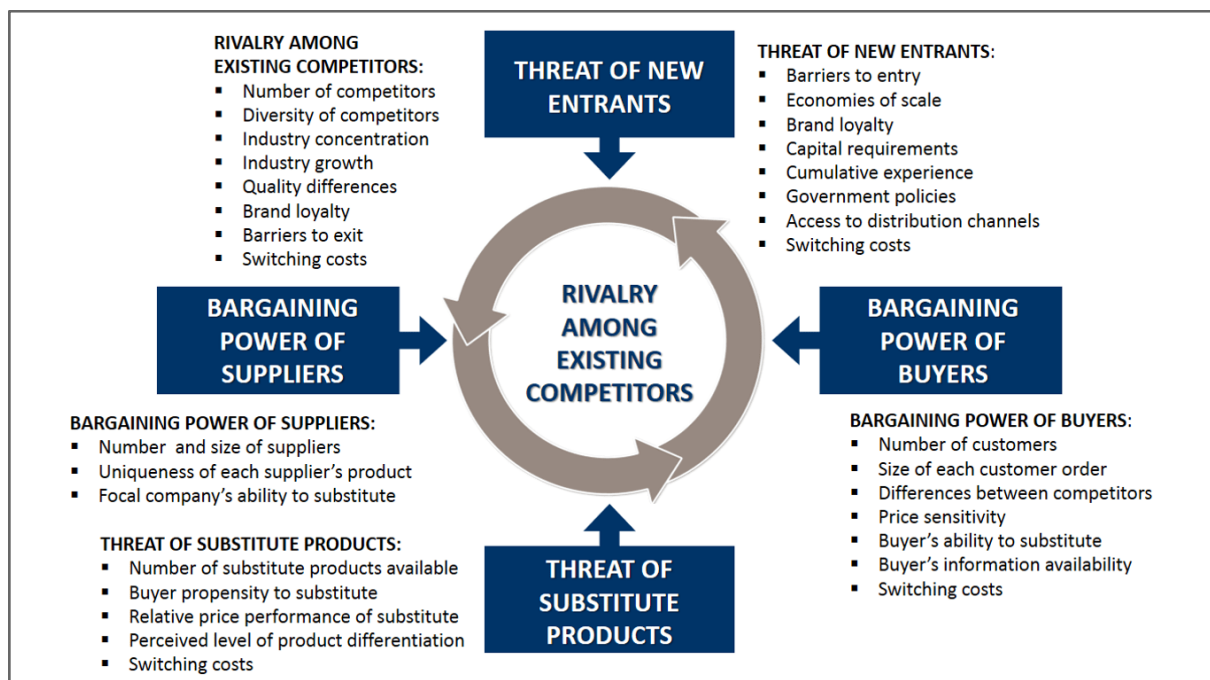
This tool describes how to use the Five Forces model, a common analytical tool used during the situational analysis phase.

When to use this resource:

The Five Forces model is used during step 4 of phase 2. The Five Forces is a model that identifies and analyses five competitive forces that shape every industry and can determine an industry's weaknesses and strengths. Five Forces analysis is also used to identify an industry's structure and helps the industry to understand the level of competition within its domain.

Guideline for completing the Five Forces model

There are five incontrovertible forces that play a part in shaping every market and industry in the world. The model is also used to measure competition intensity, attractiveness, and profitability of an industry.



Industry rivalry

This analysis will identify what kind of competition exists in the industry and what it looks like. For example, if there are many small global competitors (for example in website design), or two or three large global competitors (such as Boeing and Airbus in the commercial aeronautics industry). The

¹Michael E. Porter. Competitive Strategy: Techniques for Analyzing Industries and Competitors (Abstract).
https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1496175

larger the number of competitors, along with the number of equivalent products and services they offer, the lesser the power of an industry and internal industry rivalry drives prices down. When competitive rivalry is low, a company has greater power to charge higher prices and set terms to achieve more sales.

Threat of new entrants

The competitive capacity of an industry is also affected by new entrants into markets. The less time and money it costs for a competitor to enter the market the more an established competitive position can be significantly weakened. An industry with strong barriers to entry is ideal for existing competitors as the industry will be able to charge higher prices and negotiate better terms.

Power of suppliers

Suppliers can drive up the cost of essential industry inputs. This is affected by the number of suppliers of key inputs, how unique these inputs are, and how much it would cost to switch to another supplier. The fewer suppliers to an industry, the more the industry depends on a supplier. When there is high reliance on a supplier or suppliers, they can drive up input costs and push for other advantages. On the other hand, when there are many suppliers or low switching costs between rival suppliers, the industry can manage input costs down.

Buyer power

Where there are few, powerful customers for an industry, they are able to exert downwards pressure on industry prices and terms. This is affected by the number of customers, how significant a customer is (what percentage of industry sales it is responsible for) and how difficult it would be for the industry to find new customers. A small and powerful buyer base means that each buyer has more power to negotiate for lower prices. A company that has many, smaller, independent customers will have an easier time charging higher prices.

Threat of substitutes

Substitute goods or services that can be used in place of an industry's products or services pose a threat. Industries that produce goods or services for which there are no close substitutes will have more power to increase prices and demand better terms. When close substitutes are available, buyers have the choice to buy elsewhere and this affects the power of the industry to achieve profits. For example, when VOIP became available, people switched from expensive land calls to internet based calls which were much cheaper. And when email became available, people began to use email instead of the post- rendering this aspect of postal services defunct.

NOTE

- If a competitive industry has a better outcome from the Five Forces analysis when compared with the South African Five Forces analysis, ways to strengthen the local industry along key areas of competitive weakness should be sought.
- The important factors identified by the Five Forces analysis need continuous scanning: any change will have consequences for that industry.

- Support the Five Forces with evidence. For example, to support a statement that supplier power is high in the wooden furniture industry, provide a trend of input prices from the wood suppliers over time.

Tool: Value Chain

Purpose of resource:²

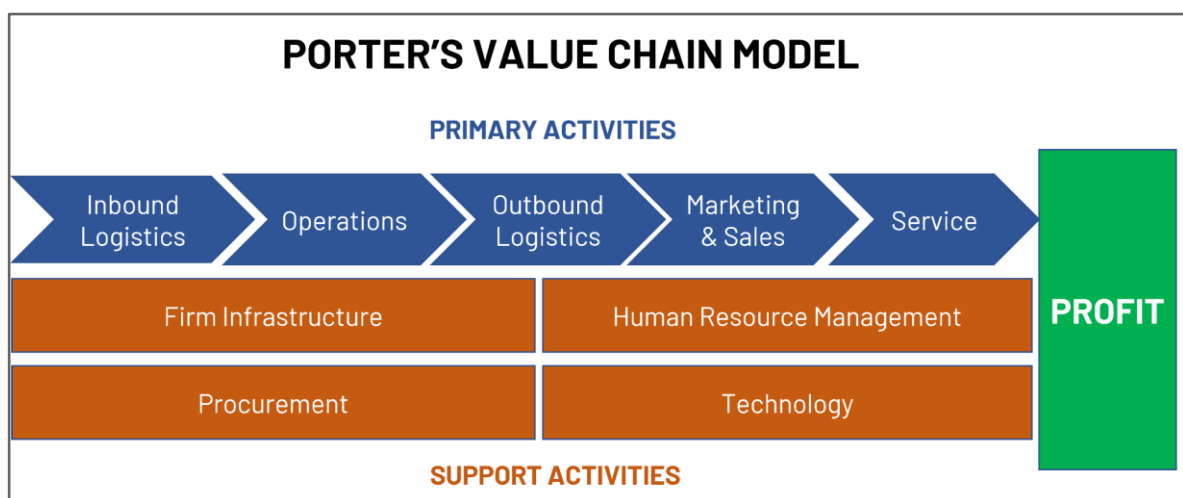
Value chain analysis (VCA) is a process where an industry identifies its primary and support activities that add value to its final product and then analyze these activities to reduce costs or increase differentiation. The value chain represents the activities an industry and firms within it, engage in, when transforming inputs into outputs.

When to use this resource:

The value chain analysis is used during step 4 of phase 2 as well as in the masterplan development phase. It is an analytical tool used to map industry activities and major cost factors, and to compare one industry's value chain with its competitors. It is used to reduce costs or increase differentiation. It identifies areas which firms can use to strengthen competitive position, as well as improve profitability. It can also identify gaps in the value chain which could be filled, adding to the strength of the industry chain and with focussed analysis, can assist in identifying useful and sustainable opportunities for localisation

Guideline for completing the value chain

Specific elements of the value chain must be assessed - where an assessment indicates weakness, for example, in logistics, appropriate solutions are needed, although sometimes these occur at the firm level and not the industry level. Nonetheless, a solid review of the chain can assist with more than simple economic assessment and identification of areas for productivity and competitive improvement. In the context of the overarching goals of a masterplan, it can assist with larger scale employment opportunities, opportunities for SMMEs and importantly, can link these to technology and the skills needed for workers to be able to achieve a Just Transition.



Value chains are also used to map the competitiveness of an industry in one region relative to another when and if case studies are undertaken to learn from international best practice. A high level analysis

² Michael J Porter, Harvard Business School; R. M. Grant. Contemporary Strategy Analysis' p.241.

can be developed from the two competitive positions, and the most suitable selected. Below details the steps in a value chain analysis for addressing cost leadership, and for differentiation.

Cost leadership focus

Step one: *Identify the primary and support activities.* All the activities that are undertaken to produce goods or services have to be clearly identified and separated from each other.

Step two: *Establish the relative importance of each activity* in the total cost of the product. The total costs (as a percentage) of producing a product or service are broken down and assigned to each activity. Activities that are the major sources of cost (or which are inefficient when benchmarked against competitors) must be addressed first.

Step three: *Identify cost drivers for each important activity.* Only by understanding what factors drive the costs can the competitive position be improved. Different activities will have different cost drivers. Focus only on the important activities.

Step four: *Identify links between activities.* Reduction of costs in one activity may lead to further cost reductions or higher costs in subsequent activities. For example, fewer components in the product design may lead to less faulty parts and lower service costs. Therefore, identifying the links between activities will lead to better understanding how cost improvements would affect the whole value chain.

Step five: *Identify opportunities for reducing industry costs.* Once inefficiencies and high costs have been identified, improvements can be made.

Differentiation focus

Step one: Identify client markets value-creating activities so that the industry can focus on contributing to creating customer value. For example, Apple products' success mainly comes not from great product features (other companies have high-quality offerings too) but from successful marketing activities.

Step two: Evaluate the differentiation strategies for improving customer value. Examples may be to i) add more product features ii) focus on customer service and responsiveness iii) increase customisation and/or offer complementary products.

Step three. Identify the best sustainable differentiation. Usually, superior differentiation and customer value will be the result of many interrelated activities and strategies used. The best combination of them should be used to ensure sustainable competitive advantage.

NOTE

- It is possible for an industry overall to take a cost leadership competitive position (such as China has) but for some firms in the same industry to focus on differentiation in a niche.

Template 6: Table of Contents for situational analysis report

- Figures
- Tables
- Acronyms
- Key terms
- *Executive summary*
 - Current position and context of the industry
 - Current and future path
 - Preliminary themes for action linked to objectives
- *This report*
 - Structure
 - Limitations
- *Background*
 - Masterplan policy context
 - Masterplan purpose and objectives
 - Masterplan process
 - Masterplan approach & methodology
 - This brief
 - Next steps- final phase
- *Global industry*
 - Major trends (PESTEL)
 - Global value chain/s
 - Main competitors (regions and firms)
 - Relevant Value Chain/s
 - Relevant supply chains
 - Main markets, pricing, key success factors
 - Production, consumption & trade
 - Employment & skills
 - Funding public/private (*subsidies etc*)
 - Impact of COVID-19 response
 - Global industry- future direction
 - Lessons from other countries- two case studies of international best practice (*Tip, do not select on the basis that the cases are “like South Africa”. Select on best competitive position*)
 - Key findings and conclusions
- *Regional industry (SADC)*
 - Major trends (PESTEL)
 - Regional value chain/s
 - Main competitors (regions and firms)
 - Relevant Value Chain/s
 - Relevant supply chains
 - Main markets, pricing, key success factors
 - Production, consumption & trade
 - Employment & skills
 - Funding public/private (*subsidies etc*)

- Impact of COVID-19 response
- Regional industry- future direction
- Key findings and conclusions
- *South African industry*
 - Major trends (PESTEL)
 - Global value chain/s
 - Main competitors (regions and firms)
 - Relevant Value Chain/s
 - Relevant supply chains
 - Main markets, pricing, key success factors
 - Production, consumption & trade
 - Employment & skills per sector
 - Employment numbers by type (temporary, permanent, part time, full time)
 - Employment trends by type and gender and age (where available); overall trend and by sub segment
 - Employment dynamics in the sector
 - Employment opportunities along value chain/s (nature and size estimates)
 - Skills required to access the employment opportunities
 - Funding public/private (*subsidies etc*)
 - Impact of COVID-19 response
 - South African industry, status quo
 - SWOT
 - Five Forces
 - PESTEL
 - Transformation status (BBEEE) drawing on the industry BBBEE charter and scores over time: ownership, management control, skills development, enterprise development, supplier development and socio-economic development
 - Competitive position
 - Integrated analysis
 - South African industry- future direction
 - First look at issues for attention (no prioritization)
 - First look at rationale for action (impact on RIS /Industry objectives)
 - Key findings and conclusions
 - Next steps: timeline, activities, and outcomes

Phase 3: Prioritise and develop plan

TOOLS, RESOURCE AND TEMPLATES

Resource 1: Defining and describing co-creation

Purpose of resource:

This resource clarifies the meaning of co-creation, as well as key principles to bear in mind when implementing co-creation

When to use this resource:

This resource is relevant from the start of the masterplan process and can be used throughout. Co-creation is a principle that underpins masterplan. Therefore, it informs stakeholder engagements that will invariably take place throughout. Also, new people will come onboard throughout the process, and it will be important for them to have a sound understanding of co-creation.

Included in this resource³:

- Why the need to co-create?
- Purpose of co-creation
- Defining co-creation
- Principles/ enabling factors for co-creation

1. Why the need to co-create?

Globally, there is greater demand from citizens for governments that produce results that matter to them and in a reasonable time. However, given the complexity of our societal problems, there is a growing need for collective knowledge, insights, and experiences from various stakeholders. A single organisation, like a government, cannot know or understand all the issues, or exercise control over such complex societal and economic problems. Another driver is fiscal austerity, which challenges the current resource-intensive models and approaches to service delivery. This has ignited the need for a different way of working where innovative and more cost effective solutions can be designed and implemented.

2. Purpose of co-creation?

Co-creation aims to facilitate more robust policy solutions as well as ensure greater support for the decisions being made. The end result is greater than the sum of the contribution of each individual partner. Complementary expertise is brought together to innovate and develop solutions that would otherwise not be possible. Co-creation ensures accountability and improves prospects for implementation and impact.

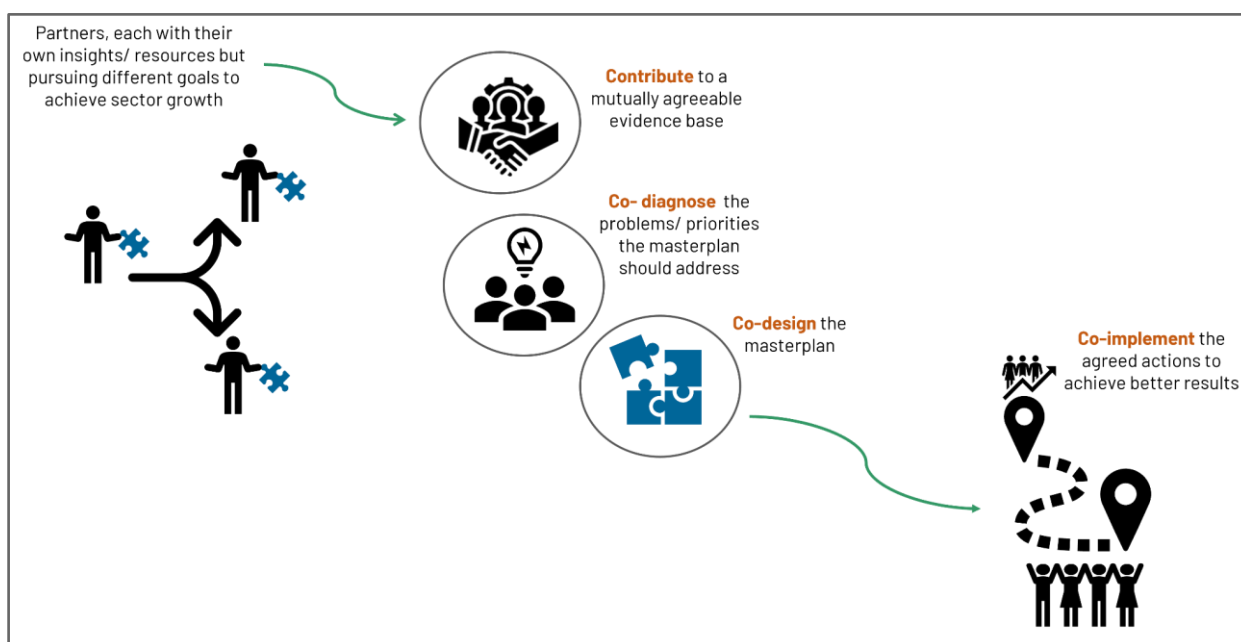
³ Sources: OPSI (OECD) conference on creating future-fit governments (October 2021) <https://www.interreg-central.eu/Content.Node/I-CARE-CO-Handbook-Final-Version.pdf>
https://socialinnovationexchange.org/sites/default/files/uploads/co-creation_guide.pdf
https://ssir.org/articles/entry/co_creation_in_government

3. What is co-creation?

Co-creation is a participatory process which involves relevant stakeholders in identifying all dimensions of the problem, designing the solutions together and ultimately implementing the solutions. Figure 1 provides a visual representation of the co-creation process. Masterplan stakeholders, each with their own insights but potentially pursuing different goals to achieve sector growth come together through a generative exchange of insights to: i) contribute to a mutually agreeable evidence base, ii) co-diagnose the problems (and priorities) that needs to be addressed, and iii) then co-design the masterplan priorities. This process ensures an alliance is formed on what needs to be done so a common pathway can be developed. Once there is agreement between parties, one among them cannot then reject what is already agreed.

Co-creation continues into implementation, where the partners then implement the agreed actions and commitments to achieve the desired results.

Figure 1: Co creation as a continuous process



From a public sector perspective, co-creation means that ⁴

...a public sector entity opens its value chain to the stakeholders whom it serves. In effect, it outsources to its constituents some of the work - and hence some of the cost - of designing and delivering certain services. Stakeholders, typically organized in communities of interest, insert themselves into the public service value chain and become active participants in it. As a result, public sector employees and stakeholders essentially co-create the public sector value proposition. In its optimal form, co-creation

⁴ Direct quote from:
https://ssir.org/articles/entry/co_creation_in_government#

has the dual benefit of reducing public sector costs and increasing stakeholder satisfaction.

While this quote addresses the public sector value proposition through co-creation, the above is also relevant for the masterplan processes with the proviso that one is looking at the national and sectoral value propositions.

4. Principles/ enabling factors to co-creation

There are various pre-conditions and success factors that can “make or break” co-creation.

- There must be the political leadership and support of the co-creation process. It also includes having a shared understanding of the purpose of a masterplan and what it is (and isn't) and the end goal that is being sought.
- Co-creation is time consuming, especially in the beginning phases and should be provisioned. However, this is worth the effort as it reinforces acceptance of the masterplan, which will help to speed up implementation
- Co-creation must be done in a transparent manner otherwise trust can be compromised. This means sharing key decisions with all involved as the process unfolds
- Spend effort identifying the suitable stakeholders: Things to consider when deciding stakeholders:
 - Which stakeholders can make a useful contribution?
 - Which stakeholders/ partners have suitable resources and would be willing to participate?
 - Don't limit the stakeholders only to the “obvious” partners/ stakeholders. Consider the contribution of other actors such as public authorities, researchers, etc.
- Be prepared to motivate the partners and stakeholders: consider which partner(s) you need to convince to participate. Also consider the reasons why certain partners may not want to participate and what you can do to counter this.
- Engage stakeholders early on in the process as this increases the support and prevents obstruction of decisions
- Those participating:
 - Must be authentic: “say what you mean” and “mean what you say”
 - Don't simply override decisions but be willing to listen
 - Respect the process, and come with an open mindset
 - Come with an attitude of learning
 - Must have the autonomy to act
- The co-creation process must render concrete commitments and deadlines.
- Strong political consensus and the importance of innovation should be encouraged despite hindrances of government bureaucracy.

Co-creation for masterplans...

- Is evidence driven NOT position driven to support investment and jobs
- Requires an open mind-set (high demand for pragmatism)
- Is participatory in nature
- Includes a diversity/ variety of voices (3 social partners)
- Less bound by the rules but open to new opportunities and partnerships

Resource 2: Defining and achieving consensus⁵

Purpose of resource:

This resource clarifies the concept of consensus building, how to go about it and the success factors.

When to use this resource:

The resource should be read before the stakeholder engagement starts (i.e. during Phase 2 of the masterplan development).

Included in this resource:

1. What is consensus?
2. Why is consensus important?
3. The success factors for consensus
4. The consensus building process
5. People involved in the consensus building process
6. Tools for consensus building

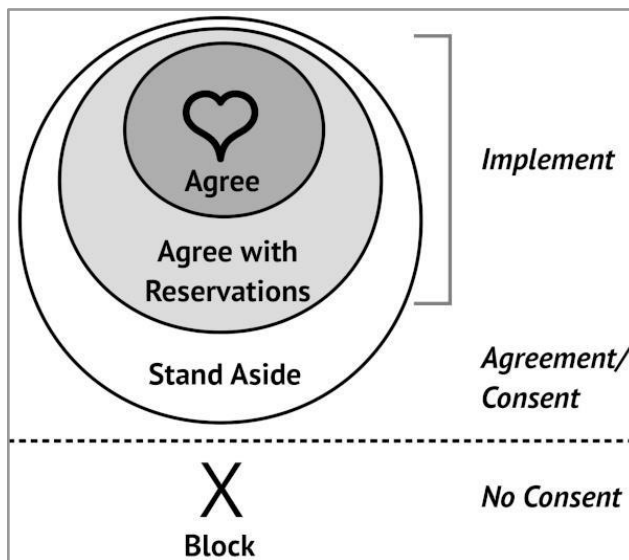
1. What is consensus?

Consensus is an element of co-creation, and is about finding solutions that all stakeholders support, or at the minimum can live with. Consensus building means no decision is made without sufficient representivity and support, and therefore significant effort is put towards finding common ground.

The purpose of consensus is not to achieve unanimity but rather to find solutions that the key stakeholders involved are fine with. Consensus happens across a spectrum from completely agreeing to completely objecting to a proposal as shown in figure 1. Consensus is achieved not only when everyone supports the proposal, but also when stakeholders are willing to continue with the proposal despite not fully agreeing with its content (i.e. agree with reservations as per figure 1). There might also be stakeholders who decide to stand aside because they disagree with the proposal, but they let the proposal move ahead. In this instance, the group might decide to accept the stand aside OR depending on the number of stand asides decide to rework the proposal. Blocking the proposal means there is a fundamental disagreement with the proposal and a new proposal is necessary. It differs from stand aside in that the person expressing the objection is saying “I fundamentally object to this proposal” and could even threaten to leave the process. With a “stand aside” it is a case of “I don’t really like it”, “or I liked the other idea better”. Because the block can halt or significantly delay the consensus building process, it is a good idea to introduce “rules” about how and when it can be used. These include requiring the people blocking the proposal to help find solutions or stating that a block can only be introduced if the proposal’s core aims goes against the core aims of the group or organisation rather than an individual’s interest. A last resort would be to vote on the proposal.

⁵ This resource was compiled drawing extensively on the Seeds for Change guide on decision making. To access full resource follow this link:
<https://www.seedsforchange.org.uk/consensus#process>

Figure 1: Spectrum of consensus



Source: Seeds for Change

2. Why is consensus important?

Consensus dismantles hierarchies, replacing it with the values of shared power, equality, freedom, co-operation and respect for everyone's needs. It specifically:

- **Limits power struggles** in that the various stakeholders take collective control over decisions. Consensus is about working with each other rather than for or against each other.
- **Builds relationships** as consensus encourages participants to speak freely, knowing their opinion matters and will be respected. This freedom allows people to be open, which is the foundation of a good relationship.
- **Allow for better decisions to emerge** as the process of consensus building inspires innovation and creative thinking.
- **Supports delivery** as people are more likely to stay involved when they feel their views are reflected in the objectives.

3. The success factors for consensus

Reaching consensus can be challenging as it often requires a cultural shift, as well as a change in mindset of those involved in the masterplan development and implementation process. Other critical success factors to consensus include:

Commit
to
~~~~~

Those involved in the masterplan process should come with the **commitment** to really “give it a go” and not opt out when there is disagreement on a particular issue. Commitment to consensus means not only recognising that each stakeholder comes with a different view, but also that people have different needs in terms of participating in the decision making processes.

All masterplan stakeholders must come with the willingness to work towards a **common goal - i.e. the inclusive growth of the sector**. Never assume that there is alignment on what the goal or sector vision



is. Sufficient time should be provided to define an agreed vision. Aside from a shared sector vision, masterplan stakeholders should also have a sound understanding of what the masterplan programme sets out to achieve, as well as the core principles underpinning the masterplan.

2. Common goal

Masterplan stakeholders must be **open** about their needs and preferences, but this requires **trust**. It is worth establishing the level of trust in a sector, as a lack of trust will hamper consensus building. In some instances it might be necessary to first build some relationships or address power dynamics amongst partners before embarking on the consensus building process. Trust is fragile and can easily be broken down when decisions are not implemented.

3. Trust and openness

Consensus building takes **time** - don't rush the process as this could have repercussions later such as implementation getting stuck around a priority action because consensus wasn't achieved.

4. Sufficient time

5. Clear

There should be a **clear process** for consensus building, and all stakeholders must understand what is expected of them during the process.

Without **active and consistent participation** by leadership and sector experts, consensus will not be achieved. All stakeholders must be willing to participate - not only in making contributions during meetings but also actively listening to other participants and looking for solutions throughout the process. Sending alternatives to meeting should only be done when absolutely necessary, and the person should then be briefed beforehand.

6. Active & consistent participation

7. Include the right people

Consensus should involve stakeholders who will be fundamentally affected by the outcome. The stakeholder mapping is therefore a critical step (see tool x). The service provider or facilitator of the masterplan must pay special attention to the critical stakeholders' preference in terms of engagement mechanisms. One on one discussions might be required to ensure they influence the decision making.

#### 4. The consensus building process

The consensus building journey is visually depicted in Figure 1, overlaying the application to the masterplan and aligning it to the steps as described in the guide for phase 3. The starting point will be to clarify the issue or problem that needs to be addressed. In the masterplan, the situational analysis report will be utilised as the basis for **defining the issue**. This report contains a sound evidence base on the sector opportunities and challenges that need to be addressed in the masterplan.

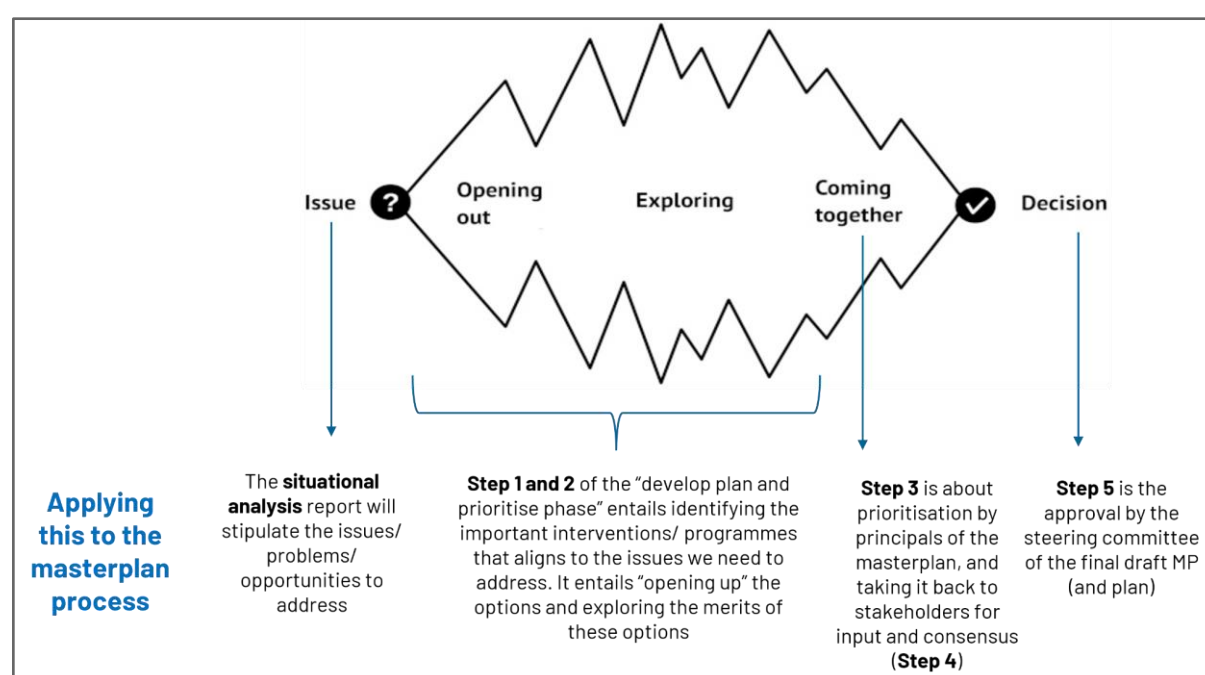
Instead of launching straight into problem solving, a key stage of consensus building is **opening out the discussion** to provide stakeholders the opportunity to expand on the list of interventions that could be undertaken in support of the sector (and sub-sector) objectives. This phase does not suggest all possible interventions are explored, but rather the most important interventions/ programmes. Once all ideas have been received, they are then further explored. Within the context of the masterplans this entails engaging with the steering committee on the list of interventions and getting their comment and inputs.

During the **coming together** phase, prioritisation will have to be done to narrow down the list of possible interventions and programmes. It is during this stage that the prioritisation principles will be applied in consultation with the steering committee. Thereafter, the priority list will be taken back to the stakeholders for input and consensus. It is also during this step that the priority interventions will be broken down into detailed activities, and clear commitments formulated around the delivery of these detailed activities.

A **decision** or approval process is typically required in the final phase to get agreement on the final product - in this instance the draft masterplan document. The steering committee, once satisfied with the draft document will adopt or approve the final draft (including priority action plan for first 12 to 18 months).

It is important to note, that although presented as a linear process, it does not always work like this in practice. Some stages might need to be repeated depending on the extent of consensus being achieved.

**Figure 2: The consensus journey applied to the masterplan**



Source: Adopted from Seeds for Change

## 5. The people involved in the consensus building process

The **facilitator (or service provider)** will require good facilitation skills to navigate the consensus process. Specific skills required by the service provider include:

- **Listening:** good listening skills are needed to ensure all points are noted and taken into account.
- **Questioning:** people often battle to express their viewpoints, which can be addressed by asking clarifying questions such as “What I think you are saying is... Am I right?”. Be careful not to interrogate the person or ask open ended questions.
- **Summarise:** continuously summarise the key points to ensure stakeholders inputs are interpreted correctly. By asking questions such as “What I have heard people saying so far is...”, or “Am I right that your main concerns are...” This also helps to eliminate any bias of the service provider.
- **Synthesis:** bring together different (and potentially competing) ideas to derive a proposal that is agreeable to everyone. The masterplan facilitator should be skilled in synthesising large amounts of information.

The textbox below provides tips for those participating in consensus building:

Tips for those participating in consensus meetings:

- Be willing to work towards the solution that’s best for everyone, not just what’s best for you
- Help to create a respectful and trusting atmosphere
- Listen actively to what people are trying to say
- Explain your own position as clearly as you can
- Don’t be afraid of disagreement and conflict: consensus isn’t about all stakeholders thinking the same thing

## 6. Tools for consensus building

Consensus building requires a consistent set of participants to work together over the duration of the process. This is important so relationships can be built, and trust established. If trust is absent, consensus building will invariably take longer.

Invariably consensus is founded on mutual respect for what each party brings to the masterplan. The most common tools for consensus building include workshops and meetings of various sizes. With COVID-19, computer-assisted processes, for example, google forms and online collaboration platforms have been receiving increased attention but you cannot only rely on them. Table 1 summarises the various tools, taking the masterplan context into consideration. The number of participants, and context the tool is best suited for are also included.

**Table 1: consensus building tools**

| Tool (and masterplan context) | # of Participants | Best Suited for |
|-------------------------------|-------------------|-----------------|
|-------------------------------|-------------------|-----------------|

|                                                                                                                                                                                                                                                                       |                                                                                                |                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Plenary meetings<br>(Masterplan: town hall approach where people are invited to get updates)                                                                                                                                                                          | 20 - Maximum of 75                                                                             | Aggregated information sharing only and status of the process                                                                                                                                                           |
| Consensus workshops (Masterplan: stakeholder engagements)                                                                                                                                                                                                             | Can be large groups                                                                            | Less controversial decisions or identifying shared values                                                                                                                                                               |
| Advisory boards and similar groups<br>(Masterplan: Steering committee)                                                                                                                                                                                                | Small groups (25 and fewer)                                                                    | Complex processes and decisions                                                                                                                                                                                         |
| Focus groups / representative sample<br>(Masterplan: focus group or work stream meetings)                                                                                                                                                                             | Small (around 12)                                                                              | Decisions that can be organised into clear options                                                                                                                                                                      |
| Computer-assisted processes (e.g. Google forms)                                                                                                                                                                                                                       | Large                                                                                          | Decisions that can be well defined into small segments & do not require stakeholders to get to know each other                                                                                                          |
| Collaboration platforms: many free or low cost options for collaborative brainstorming - MIRO, Mind Meister, Web Whiteboard and IdeaFlip. "Stormz" is a face-to-face and virtual facilitation software with structured workshop templates for collaborative exercises | Small groups (maximum 12) as navigating the platforms with too many people becomes challenging | Generating and obtaining input                                                                                                                                                                                          |
| One-on-one meetings<br>(Masterplan: meetings with CEOs/ industry/ individual players or trade union/ and worker representatives)                                                                                                                                      | 1 - 2                                                                                          | Confidential information or insight at the firm level; when the respondents prefer to remain anonymous; or when trust is still being built (building a sense of comfort that the masterplan is worth being involved in) |

Source: adapted from EPA<sup>6</sup>

<sup>6</sup><https://www.epa.gov/international-cooperation/public-participation-guide-tools-consensus-building-and-agreement-seeking>

## Resource 3: The logic of the masterplans (and compiling the house structure<sup>7</sup>)

### *Purpose of resource:*

The masterplans are rooted in the Re-Imagined Industrial Strategy (RIS) policy. In depicting the alignment to the RIS, a “house structure” is utilised which is included in the masterplan document (in section 1.5 - see Table of Contents).

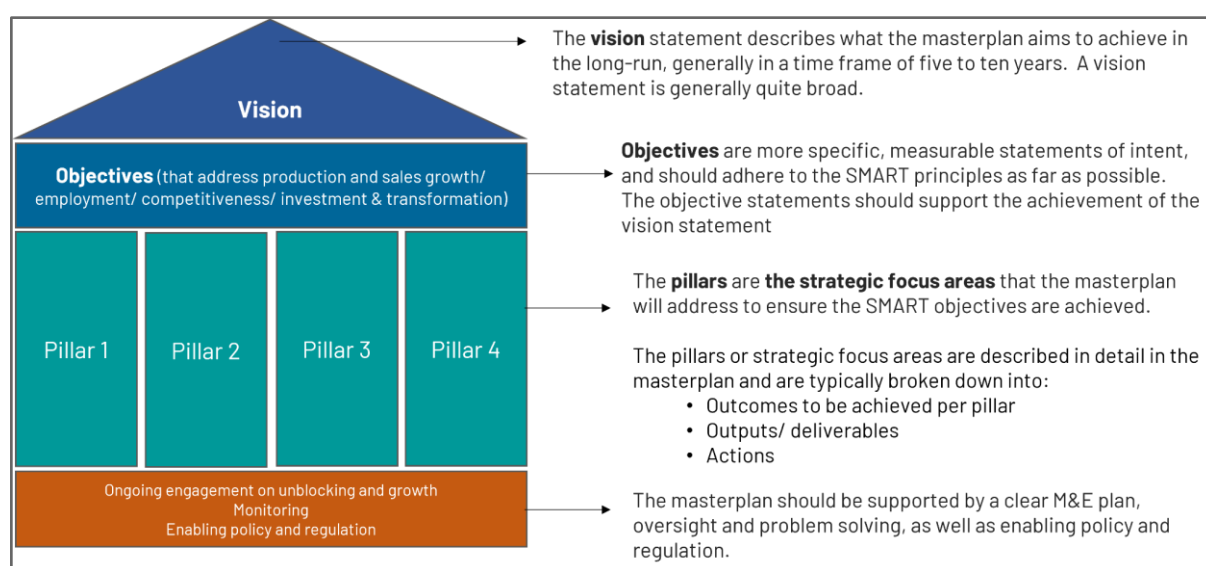
### *When to use this resource:*

The “house structure” is a useful way of showing the strategic logic/ building blocks of the masterplan. The “house structure” can be populated as the masterplan development takes place. Often, a first draft of the house structure can be done after the situational analysis report has been completed, and then refined as the strategic focus areas are finalised.

### *Guidelines for compiling the house structure:*

The house structure is summarised in figure x and includes a description of the elements. The pillars and foundation elements of the figure is elaborated on below

**Figure 1:** summary of the house figure elements



The **pillars** represent the strategic focus areas of the masterplan and reflect the areas of work to be undertaken in support of the objective statements. Although not shown in the “house structure”, the pillars are broken down into detail, including:

- *Strategic interventions/ programmes* to be undertaken
- The *outcomes* to be achieved per strategic intervention (answering the question “what does success look like?”)

<sup>7</sup> Trade and Industry Policy and Strategy (TIPS) 2019

- The *outputs or deliverables* that will be produced per outcome, phased over 3 time periods: first 12-18 months, 18-36 months, 36 - 60 months (assuming a five-year period)
- For the *first 12 to 18 months*, detailed actions, due date, person responsible, and budget requirement identified

The **foundation of the masterplan**. Cross cutting issues underpin all the pillars of the masterplan, and include items such as skills development, monitoring and evaluation, swift blockage removal where necessary and sometimes essential infrastructure. For example, digital infrastructure and access is a non-negotiable element for the Business Process Outsourcing sector, regardless of the pillar involved, and rail transport is as essential across the spectrum of the logistics industry.

## Template 7: List of important outcomes (long list)

### *Purpose of resource:*

The first step of phase 3 entails developing a long list of important outcomes for inclusion in the masterplan. A template for this long list of important outcomes is provided below.

### *When to use this resource:*

This template can be used during step 1 of phase 3 to record all the important possible outcomes for inclusion in the masterplan.

### *Guidelines for compiling the table:*

Explanatory notes have been provided in row 1 of the table below

**Table 1: Template for capturing list of important interventions**

| Pillar                                                                      | Possible outcome statement (What success looks like)                                                                                             | Short description of the change/ results that are hoped to be achieved                                                                                                      | Further info (e.g. Proposed by)                                                                                                                 |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Pillar 1:</b> at this stage there should be a proposed pillar breakdown. | <i>It is suggested that the list of possible outcomes be recorded per pillar to ensure all the pillars are covered when identifying outcomes</i> | <i>Three to four sentences describing the outcome so there is clarity what change / results will be achieved. This information will assist with the prioritisation step</i> | <i>Any further information the service provider might want to show. For example it may also be useful to indicate who proposed the outcome.</i> |
| <b>Pillar 2</b>                                                             |                                                                                                                                                  |                                                                                                                                                                             |                                                                                                                                                 |
|                                                                             |                                                                                                                                                  |                                                                                                                                                                             |                                                                                                                                                 |
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| <b>Pillar 3</b>                                                             |                                                                                                                                                  |                                                                                                                                                                             |                                                                                                                                                 |
|                                                                             |                                                                                                                                                  |                                                                                                                                                                             |                                                                                                                                                 |
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|                                                                             |                                                                                                                                                  |                                                                                                                                                                             |                                                                                                                                                 |

## Template 8: Masterplan Table of Contents<sup>8</sup>

### *Purpose of resource:*

This template provides the table of content for a masterplan, as well as a short description of the content to be included under each heading.

### *When to use this resource:*

The table of content forms the framework for the masterplan document and will be used during the masterplan development phase (phase 3).

### *Guideline to completing the masterplan document*

Aside from providing a short description of each section, a maximum length for each section is also provided. This is to ensure the masterplan does not exceed 30 pages. The following format should be used as the basis to populate the masterplan.

## **1. Executive summary 4 pages**

- 1.1. Background and context to master plans** (introduced by 6th Administration, objectives of MPs, policy alignment- RIS. See section 1 of the guide)
- 1.2. Masterplan principles** - see section 1 of the guide
- 1.3. Social compact and process to develop masterplans** (brief section on the process followed to develop master plan and social partners involved referencing Annexure A)
- 1.4. Current status of global and SA economy and key challenges for the sector**
  - Define the sector focus
  - To cover global economy (1 paragraph) and SA economy (1 paragraph), impact of COVID 19 using the metrics for RIS - employment, poverty reduction, increased inclusivity, localisation, trade, etc
  - To include high level review of the GDP contribution by sectors over time, and relevant economic trends impacting on the industry. For example, exchange rates trends impact heavily on exporting and importing industries.
  - Summary of key challenges based on global and SA data
- 1.5. Vision, objectives and strategic interventions** (House diagram with brief narrative explaining rationale for goal, objectives and pillar choices)
- 1.6. Partner commitments aligned to RIS goals**
  - Tabular format, indicating high level commitments (as far as possible adhering to SMART principles), contact name and title (has to be someone with the authority to commit the organisation/entity)

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<sup>8</sup> Note: there is some overlap with the situational analysis report table of content as an overview of the situational analysis is included in the masterplan document



## 2. Overview of Situational Analysis

8 pages

*This section expands on the RIS goals. All data to be provided in real terms*

### 2.1. Growth and Investment<sup>9</sup>

- Industry growth trends overall and by major sub segment (in growth and investment)
- Main industry products - growth trends in sales revenues
- Main actors (Major firms only) capacity, and for what, and investment value. Date of last investment, and in what exactly.
- Main barriers to investment

### 2.2. Employment

- Employment numbers by type (temporary, permanent, part time, full time) Sectoral variation to be taken into consideration as to what is most useful to show
- Employment trends by type and gender and age (where available); overall trend and by sub segment

### 2.3. Transformation

- Drawing on the industry BBBEE charter and scores over time, provide an overview of transformation in the sector: ownership, management control, skills development, enterprise development and supplier development and socio-economic development
- Quantitative data to be augmented with interview data. Interviews should be done with key firms to establish the nuances and reasons for performance or lack of it.

### 2.4. Production & sales growth

- Sales, exports, local sales, by major sub segment. trend analysis (at least from 2010)
- Trade
  - Overall balance, trend, real terms, usually USD based.
  - Major trade partners and balance, and which sub segments and products
  - Main barriers to trade
- Distribution channels, ownership, logistics issues, supply/demand. Particularly import channels and export channels.
- Cost to market (sales value in markets and cost to get there)
- Real pricing trends vs real cost trends of major inputs

### 2.5. Competitiveness

- Competitive Position
  - Inputs costs of top 60% of inputs, local and international competitors (comparable)
  - Technology trends and local buy in
  - Capacity requirements (scale) and local buy in
  - Productivity
  - Skills availability, and quality
  - Supply/demand
  - market share domestic and international target markets
  - Gap analysis between SA industry and international industry so, pick one or two case studies and compare SA value chain to those

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<sup>9</sup>Growth metric and investment parameters to be defined. We suggest that growth is measured by contribution to GDP real rands or percentage of total, and investment is measured by tabling the value or the industry product that entered the market over time (trend)

## 2.6. Sector participants

- Using the 80:20 principle and focusing on top firms:
  - Determine if industry products are commodities or localised
  - Is the industry fragmented, consolidated, in decline, growing? Consider the product life cycle and BCG matrix<sup>10</sup>
  - SMME participation quantum, where and why
  - Level and nature of transnational investment
  - Who leads? Who controls? Who owns?

## 2.7. Key barriers

- Drawing on the data: what are the barriers in terms of trade, growth, productivity improvement, increased investment, localisation, etc (per RIS but overall, for the industry)
- Where do we need to look elsewhere?
- Are resources a barrier?

## 2.8. Key opportunities

- What does the data indicate?
- And what else has emerged as opportunities through consultations?

## 2.9. Long list of options

- The list of important outcomes/ projects (before prioritisation) is shown. The list will reflect the options to remove barriers and take up opportunities
- The list can be presented per pillar
- Explanation of how long list is prioritised and criteria used to guide the prioritisation

## 3. Master plan vision, objectives & strategic interventions

3 pages

**3.1. Vision and objectives** (narrative which provides a rationale for the vision and explains the objective statements)

**3.2. Pillars and outcomes** (narrative per pillar, providing a rationale for the pillar and outcomes to be achieved per pillar)

**3.3. Key performance indicators and targets** (Specify indicators and targets related to the objective statements)

## 4. Implementation

4 pages

**4.1. Phased approach to implementation** (Provides a breakdown of the outcomes to be prioritised over 3 time periods, per pillar:

- Immediate/ quick wins: first 12-18 months (which is the focus of the master plan),
- Medium term: 18-36 months
- Long term: 36 to 60 months

This could be depicted visually or in a tabular format

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<sup>10</sup> The Boston Consulting Group matrix is a useful tool for analysing sectors/ business units in terms of two variables: market share and market growth rate

**4.2. Priority interventions and accompanying actions for next 12-18 months** (Detailed priority action plan for the 12-18 month period (table showing per pillar the outcomes, outputs/ deliverables and priority actions, organisation responsible, resource requirement) A short narrative to accompany the table

**4.3. Priority action plan beyond 18 months** (High level description of work to be done in medium and long term drawing as per table/ visual provided in section 4.1)

## **5. Monitor and manage the master plan**

**3 pages**

**5.1. Implementation structures:** (Suggested composition of EOC and task teams as it aligns to pillars. Note: technically the guide recommends that EOC be established early on so the MP document will just confirm the EOC composition going into implementation)

**5.2. Establishment of a PMO unit** (describes the preferred PMO model to be followed, the composition of the unit and the champion (s) appointed by steering committee to ensure establishment of the unit)

**5.3. Monitoring and oversight of the master plan:** (paragraph indicating that indicators and targets linked to the first 12 to 18 month priority action plan will be one of the first tasks of task teams)

## **Annexures**

Annex 1

Consultation report

## Template 9: First 12-18 month priority action plan

### ***Purpose of resource:***

This template provides a tabular format for the first 12 to 18 month priority action plan as included in the masterplan document.

### ***When to use this resource:***

The first 12 to 18 month priority action plan is developed during step 4 of Phase 3 and is included in the masterplan document.

### ***Guideline for completing the first 12 - 18 month priority action plan***

Section 4 of the masterplan document addresses the implementation aspects. The masterplan guide (step 3 of Phase 3) recommends a phased approach to implementation for the prioritised outcomes. Three time periods can be distinguished:

- First 12-18 months (short)
- 18-36 months (medium)
- Remainder 36 to 60 months (long term)

Step one will require that phasing should be done per pillar, showing which outcomes will be prioritised over the short, medium and long term. The next step is to take the first 12-18 month outcomes and develop detailed actions per outcome. This ensures implementation can commence as soon as the masterplan has been signed. The development of other two time periods' action plans will stand over for a later stage.

The following table needs to be populated

**Table: Template for the first 12 to 18 month priority action plan**

**PILLAR TITLE:** [A separate table is prepared per pillar]

**Outcome 1:** [This will come directly from the priority list and will reflect the expected results for each pillar.]

| Deliverables/<br>Outputs                                                      | Actions                                                                                         | Organisation<br>responsible                                                  | Due date                                                                                                      | Budget<br>requirement?                                                                            | Human resource<br>requirement?                                                                            |
|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|
| <i>The products or goods produced as a result of undertaking the actions.</i> | <i>What must be done to achieve the deliverable. Actions should start with a verb and be as</i> | <i>If possible indicate the unit/ directorate responsible for the action</i> | <i>The date by which the action must be completed - alternatively, provide a quarterly time frame bearing</i> | <i>Does the action have a budget requirement - a "yes/no" response is sufficient at this time</i> | <i>Does the action have a human resource requirement - a "yes/no" response is sufficient at this time</i> |

| Deliverables/<br>Outputs | Actions                     | Organisation<br>responsible | Due date                                                                 | Budget<br>requirement? | Human resource<br>requirement? |
|--------------------------|-----------------------------|-----------------------------|--------------------------------------------------------------------------|------------------------|--------------------------------|
|                          | <i>specific as possible</i> |                             | <i>in mind government' financial year runs from 1 April to 31 March.</i> |                        |                                |

**Outcome 2: [insert here]**

| Deliverables/<br>Outputs | Actions | Organisation<br>responsible | Due date | Budget<br>requirement? | Human resource<br>requirement? |
|--------------------------|---------|-----------------------------|----------|------------------------|--------------------------------|
|                          |         |                             |          |                        |                                |
|                          |         |                             |          |                        |                                |

*Repeat for each outcome, and then start on next pillar*

## Template 10: Table of commitments (aligned to RIS goals)

### *Purpose of resource:*

This template provides a tabular format for the commitment table.

### *When to use this resource:*

The commitment table is developed during step 4 of Phase 3. This table will feature in the dashboard tool to ensure progress against commitments are updated on a continuous basis by the relevant person or PMO office.

### *Guideline for completing the table of commitments*

The commitment table is directly linked to the RIS goals, as reflected in the SMART objectives of the masterplan (refer to the resource on the 'house structure'):

- The objectives will cover the RIS thematic areas (i.e. investment, employment, transformation, localisation, production & sales growth etc), and a separate section is provisioned for each of the thematic areas as shown in the table below (investment and jobs in this example). Where possible the aggregated/ total commitment value should be provided. This might not be possible for all thematic areas (i.e. transformation might be challenging to quantify and express as a single numeric value).
- Provision should be made for commitment by the 3 social partners (business, government and labour, but other organisations can also make commitments (column 4).
- For each thematic header a breakdown is provided of the commitment per organisation. These commitments should adhere to SMART principles as far as possible. Where the commitment is not quantifiable at least a target date of completion should be provided.
- This information will be included in the dashboard, and a person responsible will need to be assigned to provide status updates on the commitment statements.

**Table: Template for the commitment table**

| Business                                          | Government                                                                | Labour                                                                                | Other                                                                           |
|---------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Investment: Total commitment: [Rand value]</b> |                                                                           |                                                                                       |                                                                                 |
| <u>Company 1:</u> [Rand value]<br>by [due date]   | <u>Govt dept 1:</u><br>Commitment statement<br>- <i>SMART if possible</i> | <u>Labour organisation 1:</u><br>commitment statement<br>1- <i>SMART if possible.</i> | <u>Organisation 1:</u><br>Commitment statement<br>1 - <i>SMART if possible.</i> |
| <u>Company 2:</u> [Rand value]<br>by [due date]   | <u>Govt dept 2:</u><br>Commitment statement<br>- <i>SMART if possible</i> | <u>Labour organisation 2:</u><br>commitment statement<br>2- <i>SMART if possible.</i> | <u>Organisation 2:</u><br>Commitment statement<br>1 - <i>SMART if possible.</i> |
| <u>Company 3:</u> [Rand value]<br>by [due date]   |                                                                           |                                                                                       |                                                                                 |

| Business                                                  | Government                                                                | Labour                                                                                | Other                                                                           |
|-----------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Jobs and employment: Total commitment [Rand value]</b> |                                                                           |                                                                                       |                                                                                 |
| <u>Company 1:</u> jobs target by [due date]               | <u>Govt dept 1:</u><br>Commitment statement<br>- <i>SMART if possible</i> | <u>Labour organisation 1:</u><br>commitment statement<br>1- <i>SMART if possible.</i> | <u>Organisation 1:</u><br>Commitment statement<br>1 - <i>SMART if possible.</i> |
| <u>Company 2:</u> jobs target by [due date]               | <u>Govt dept 2:</u><br>Commitment statement<br>- <i>SMART if possible</i> | <u>Labour organisation 2:</u><br>commitment statement<br>2- <i>SMART if possible.</i> | <u>Organisation 2:</u><br>Commitment statement<br>1 - <i>SMART if possible.</i> |
| <u>Company 3:</u> jobs target by [due date]               |                                                                           |                                                                                       |                                                                                 |

## Template 11: Indicator table for objectives (Key performance indicators)

### *Purpose of resource:*

This template provides a tabular format for the *key performance indicators*, i.e. the indicators that will track the progress of the objective statements of the masterplan.

### *When to use this resource:*

The key performance indicator (KPI) table should be included in section 1.6 of the masterplan document. This table will feature in the dashboard tool to ensure progress against KPIs are updated on a continuous basis by the relevant person or PMO office

### *Guideline for completing the key performance indicator table*

The indicators linked to the objectives are the sector level indicators that will be tracked consistently over the masterplan period. These KPIs are linked to the thematic areas as captured in the objectives (i.e. jobs, investment, transformation, competitiveness etc.)

The table below provides a layout for the KPIs and examples.

- List the **KPIs for each thematic area** (e.g. investment)
- Provide the **baseline value** of the indicator at the time of drafting the masterplan. The date should be added (represented by blue font). Baseline values are needed to set targets. Obtaining them, therefore, should be a priority - and as such, adding a deadline can be helpful.
- Provide **targets** for the different time periods: We assume a five year period for a masterplan and will therefore populate targets for all years if possible - or at least the first three years.
- This information will be included in the dashboard, and a person responsible will need to be assigned to provide status updates on the targets

**Table: Masterplan Key performance indicators**

| Indicator                       | Baseline<br>[date] | Target: Year 1<br>[date] | Target: Year 3<br>[date] | Target: Year 5<br>[date] |
|---------------------------------|--------------------|--------------------------|--------------------------|--------------------------|
| <b>Investment</b>               |                    |                          |                          |                          |
| <i>Rand value of investment</i> |                    |                          |                          |                          |
| <b>Jobs</b>                     |                    |                          |                          |                          |
| <i>Number of jobs created</i>   |                    |                          |                          |                          |
| <b>Competitiveness</b>          |                    |                          |                          |                          |
| <i>Total cost of production</i> |                    |                          |                          |                          |



## Tool 2: Prioritisation matrix

### Purpose of Tool

The prioritisation matrix is utilised to trim down the long list of important outcomes/ projects to a shorter list of priority outcomes/ projects.

### When to use the tool

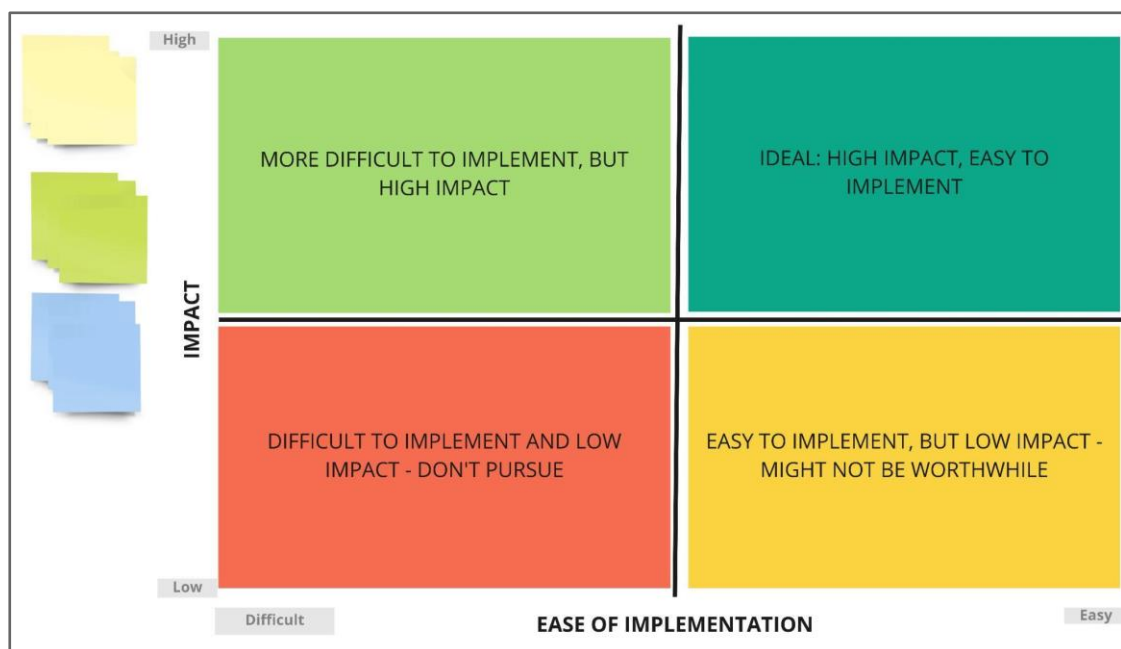
The tool should be used when engaging the steering committee on the prioritisation of masterplan outcomes (and their accompanying interventions) (step 3 of phase 3).

### Guidelines for use

#### Option 1: no scoring

1. **Start by drawing a 4 x 4 matrix on a poster or use an online template** (most collaboration platforms will have this as a template). The y-axis represents the potential impact, with the x-axis represents the ease of implementation (*difficult* to implement to the left and *easy* to the right side on the x-axis)

Figure X: prioritization matrix



2. **Where needed unpack the important outcomes into projects/ interventions:** The situational analysis will render a list of important outcomes and/ or important projects that need to be undertaken to shift the dial on the masterplan objectives. For the outcomes, the projects attached to these outcomes will need to be identified so prioritisation can be done. The reason for this is that outcomes are typically high level statements, reflecting the changes or results that need to be achieved. In order to move to an action plan, one needs to consider what projects should be undertaken to bring about positive change.

3. **Assess each proposed project** discussing the degree of difficulty in implementing this project and potential impact this intervention could have in moving the dial in terms of RIS objectives. Specific questions to ask include:
  - a. *Level of impact*: If this project is successfully delivered, how big an impact will this have on the RIS objectives (of investment, jobs etc)?
  - b. *Ease of implementation*: How difficult or easy will it be to implement this project? Each of these options should be scored using the prioritisation matrix. Ease of implementation is assessed by thinking about the following:
    - i. How many stakeholders/ different govt departments will be involved in implementing the proposed project?
    - ii. Does this project require a budget? Is this budget available?
    - iii. Will this project require new / additional human resources?
4. Based on this discussion, a card/ post it note is placed in the appropriate spot on the 2x2 matrix. Noting that each block in the 2x2 matrix represents:
  - a. Top right: ideal as the project will have a significant impact on the objectives, with a low degree of difficulty
  - b. Top left: more difficult to implement, but high impact
  - c. Bottom right: easy to implement, but impact low and may not be worth taking on
  - d. Bottom left: difficult to implement, with low impact. Not worth the required effort
5. Once all the **projects have been mapped**, select the ones that sit in the top left and the right blocks on the matrix (but not too far right or too low). This is where the potential for high impact sits, with varying but manageable degrees of difficulty to implement.
6. You should now have a **list of priority projects**

### Option 2: Rank the priorities

Scoring or ranking can also be done. This is an alternative to the prioritisation matrix. The website below provides a useful link to a prioritisation tool, where multiple criteria are used to rank the options. Click on “project prioritisation tool” and when the page opens click the red button “download tool”.

<https://townsfund.org.uk/blog-collection/project-prioritisation-from-long-list-to-short-list>

## Phase 4: Implementation

## **TOOLS, RESOURCE AND TEMPLATES**

## Template 12: Functions of Executive Oversight Committee (implementation phase)

### ***Purpose of template***

The template provides a list of possible functions to be fulfilled by the EOC. It may be changed to meet individual masterplan needs.

### ***When to use the tool***

The mandate of the EOC will be discussed at the first EOC meeting. This template provides a basis for these discussions

### ***Functions of the EOC***

- Considering the situational analysis, and evidence collected decide the priorities of the masterplan
- Sign off the masterplan
- Provide an avenue for leadership of industry, labour and departmental collaboration, trust building and solutioning of challenges or new opportunities
- Champion the mission, objectives and priority action plan of the masterplan
- Provide high level leadership, guidance and coordination over the implementation of the masterplan
- Ensure the establishment of a project management function to drive day-to-day implementation
- Agree approach to replacements and quorum limits for meetings (EOC and task teams)
- Resolve implementation blockages and/or escalate to the relevant organisation or structure for resolution
- Provide guidance to task teams - making recommendations and proposals, also drawing on reports prepared by PMO
- Ensure the development and sign off of a monitoring plan for the masterplan.
- Commission, as and when needed external evaluations of the masterplan
- Convene at least quarterly

## Template 13: Functions: *Implementation* task teams

### ***Purpose of template***

The template provides a list of possible functions to be fulfilled by the implementation task teams (also referred to as working groups or work streams). It may be changed to meet individual masterplan needs.

### ***When to use the tool***

The mandate of the task teams will be discussed at the first task team meetings. This template provides a basis for these discussions.

### ***Functions of the implementation task teams***

- Further expand on, and develop the first 12 to 18 month priority action plan if needed
- Clarify roles and responsibilities of work group members in delivering the 12-18 month action plan
- Develop priority action plans for all phases of the masterplan. Work on this to commence within six months of implementation
- Develop monitoring plans for the working group, and table at EOC for approval
- With support from the MP PMO put in place monitoring systems and mechanisms to ensure access to accurate information at frequent intervals
- Develop detailed budgets and funding options for the first 12 to 18 month plan, and other phases when required.
- Escalate budget or human resource challenges to the EOC
- Coordinate with the individual MP PMO, providing data and any updates for progress and other reports
- Provide input into progress reports prepared by the PMO office
- Convene at least quarterly, unless otherwise required.

## Template 14: Functions: Individual MP Project Management office (PMO)

### ***Purpose of template***

The template provides a list of possible functions to be fulfilled by the masterplan PMO. It may be changed to meet individual masterplan needs.

### ***When to use the tool***

The mandate of the PMO will be discussed during the development phase as the decision around the preferred PMO model and nominating champions to oversee the establishment of the PMO take place when drafting the masterplan. This template can form a basis for these discussions.

### ***Functions of the project management office***

- Act as secretariat for EOC and working group meetings
- Assist task teams with the development of priority action plans
- Assist task teams with the development of monitoring plans
- Where ad hoc evaluation studies are proposed, assist with the development of the terms of reference, securing of funds or resources, appointment and management of the service provider
- Ensure the collection/accessing of indicator and commitment data from the responsible organisation/ person. Update the dashboard with this information
- Update the dashboard with blockages/ challenges raised by task teams and EOC. Track progress of these blockages/ challenges and continuously update the dashboard
- Collate indicator data and working group progress reports to provide aggregate reports on the status of implementation for the EOC and other MP oversight structures
- Attend learning platform sessions hosted by DTIC/Presidency<sup>11</sup>. Prepare updates for learning platform if required

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<sup>11</sup> Note: this may change depending on governance decisions

## Tool 3: Four tiered assessment framework

### *Purpose of four tiered assessment framework*

The four tiered assessment framework provides an easy, yet effective way of assessing performance. Four colours, representing different performance levels are suggested as opposed to the usual three colours as there is a tendency to veer towards the middle rating.

### *When to use the framework*

The assessment framework can be used to assess:

- Progress of the priority action plan which encompasses the outcome, output indicators and actions
- Achievement of KPI targets
- Progress on commitment statements from social partners

### *Elements of the four tiered assessment framework*

The figure below explains the ratings. Note: a green status not only applies to completed actions or when targets have been fully achieved. Green also means that an action or target is on track to be completed within the set timeframes.

|                    |                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GREEN</b>       | <ul style="list-style-type: none"> <li>▪ <b>Completed</b> (includes items completed late and items 95% complete, as long as there are no broader consequences) or</li> <li>▪ <b>On track</b> for completion (assess milestones, avoid zones of improbability, side with caution)</li> </ul>                                                                                         |
| <b>AMBER GREEN</b> | <ul style="list-style-type: none"> <li>▪ <b>Off track and no intervention required</b> and no major deviation from original intended outcome</li> <li>▪ <b>Slightly behind schedule</b> (one/two weeks on non critical path items, proportional to impact on outcomes)</li> <li>▪ <b>Done with imperfections</b> which are being addressed</li> </ul>                               |
| <b>AMBER RED</b>   | <ul style="list-style-type: none"> <li>▪ Off track and               <ul style="list-style-type: none"> <li>- <b>Intervention required</b>, or</li> <li>- Significant deviation from original intention</li> </ul> </li> <li>▪ <b>More than a few weeks behind</b></li> <li>▪ Done but with <b>material imperfections</b></li> </ul>                                                |
| <b>RED</b>         | <ul style="list-style-type: none"> <li>▪ As amber red; but in addition:               <ul style="list-style-type: none"> <li>- Issue has <b>broader consequences</b>, or</li> <li>- <b>Solution is not clear</b>, or</li> <li>- <b>Problem cannot be solved within agreed timeframe</b> without Ministerial action (resources, structures, change in target)</li> </ul> </li> </ul> |
| <b>WHITE</b>       | <ul style="list-style-type: none"> <li>▪ Undetermined or not scheduled to start yet</li> </ul>                                                                                                                                                                                                                                                                                      |

## Template 15: EOC terms of reference (ToR)

### ***Purpose of resource:***

To provide a clear Terms of Reference (ToR) for the Executive Oversight Committee (EOC), stipulating the role of the three social partners.

### ***When to use this tool:***

When setting up the EOC which will oversee the development and implementation of the masterplan, this ToR is utilised. The ToR provides the terms of engagement for the partners, stipulating the role of the three social partners.

### ***Guideline for using the EOC ToR***

When the EOC is established, the following template is used to draft the EOC ToR. Once the ToR is drafted, it is presented to the steerco, to which it will be agreed.

### TERMS OF REFERENCE

|                                  |                                                                                                                                                                                                                                                |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Purpose</b>                   | To oversee the development of the masterplan, specifically the prioritisation and signing off final masterplan<br>To oversee the implementation of the masterplan<br>To remove any blockages and ensure masterplan is on track and on schedule |
| <b>Mandate</b>                   | Guide and participate in the development of the masterplan, facilitated by the service provider.<br>Monitor and evaluate progress against masterplan development<br>Take action to unblock impediments to the development of the masterplan    |
| <b>Term</b>                      | Until the end of the masterplan term                                                                                                                                                                                                           |
| <b>Chairperson</b>               | Insert name, department and contact details<br><br><i>As per the masterplan guide, it is suggested the chairperson is the lead minister</i>                                                                                                    |
| <b>Secretariat</b>               | Insert name, organisation and contact details                                                                                                                                                                                                  |
| <b>Meeting Schedule</b>          | Development phase: prioritisation step and final sign off<br>Implementation phase: Once a quarter. More frequently if needed,                                                                                                                  |
| <b>Who calls meetings</b>        | Secretariat                                                                                                                                                                                                                                    |
| <b>How to constitute members</b> | All three social partners have representation on the EOC.                                                                                                                                                                                      |



|                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Members</b>         | <p>Representatives from Government, Labour and Business</p> <p><i>List members here</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Role of members</b> | <p>The members of the EOC shall:</p> <ul style="list-style-type: none"> <li>● Determine the priorities of the masterplan</li> <li>● Sign off the masterplan</li> <li>● Provide an avenue for leadership of industry, labour and departmental collaboration, trust building and solutioning of challenges or new opportunities</li> <li>● Champion the mission, objectives and priority action plan of the masterplan</li> <li>● Provide high level leadership, guidance and coordination over the implementation of the masterplan</li> <li>● Ensure the establishment of a project management function to drive day-to-day implementation</li> <li>● Agree approach to replacements and quorum limits for meetings (EOC and task teams)</li> <li>● Resolve implementation blockages and/or escalate to the relevant organisation or structure for resolution</li> <li>● Provide guidance to task teams - making recommendations and proposals, also drawing on reports prepared by PMO</li> <li>● Ensure the development and sign off of a monitoring plan for the masterplan.</li> <li>● Commission, as and when needed external evaluations of the masterplan</li> </ul> |
| <b>Quorum</b>          | <p>Quorum shall be when at least two thirds of member are present</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## **Phase 5: Monitor & Manage**

### **TOOLS, RESOURCE AND TEMPLATES**

## Template 16: Progress Report

### ***Purpose of progress report***

The progress report is utilised to track the implementation progress of a masterplan. This report template can be used when reporting to either the EOC, 1-aside committee, DTIC MP steering committee or ESIEID.

### ***When to use the progress report***

The progress report is used once a masterplan has started implementation. This report draws on the dashboard where KPI, outcome and output data will be captured. The dashboard is also used to record blockages and track resolution thereof.

### ***Guideline for developing the report***

The report must be *succinct* and provide in a *few* slides the status and progress of the masterplan. The report is divided into 4 broad sections:

- **Section 1:** An introductory slide where high level comments on progress and successes are recorded. Any key blockages are listed here (1 -2 slides)
- **Section 2:** Performance section where progress updates are given on KPIs, outcomes and outputs (5-8 slides depending on the number of KPIs and outcomes, focusing on KPIs and outcomes which have recently been updated)
- **Section 3:** Progress on priority actions using a kanban view to show status of activities (red, amber red, amber green and green) followed by 2-3 slides discussing the red and amber red activities and actions needed to resolve these
- **Section 4:** Conclusion showing a summary of decisions made (1 slide)

Any further detail (for example detailed tables on all priority actions can be included as Annexures.

## Section 1: Introduction

This section provides overall comments on progress focusing on success to date, blockages to progress and call/s to action for the executive. This should be high level and no more than a few bullet points.

### Slide 1: example of an introductory slide

**INTRODUCTION**

This slide contains an overall comment on progress

- Success to date
- Blockages to progress
- Key call to action for the executive

1

## Section 2: Performance

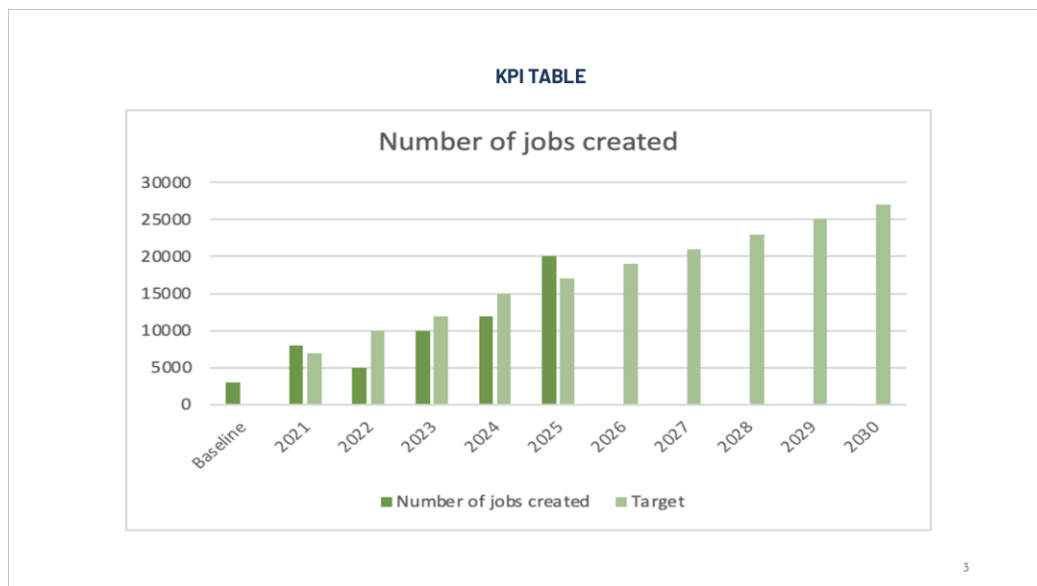
This section covers the performance of the masterplan, focusing on the KPIs, outcome and output indicators. The KPIs will be summarised in table format (slide 2) with some graphic visualisation options (slide 3) - the most suitable visualisation option should be selected when preparing the report.

### Slide 2: KPI Table

| KPI TABLE                             |          |      |             |       |             |       |             |
|---------------------------------------|----------|------|-------------|-------|-------------|-------|-------------|
| SUGAR DASHBOARD                       |          |      |             |       |             |       |             |
| KPI Tracker                           |          |      |             |       |             |       |             |
| Indicator                             | Baseline | 2021 | Target 2021 | 2022  | Target 2022 | 2023  | Target 2023 |
| <b>Investment</b>                     |          |      |             |       |             |       |             |
| Rand value of investment (in million) | 34       | 55   | 43          | 70    |             | 85    |             |
| <b>Jobs</b>                           |          |      |             |       |             |       |             |
| Number of jobs created                | 3000     | 8000 | 5000        | 10000 |             | 13000 |             |
| <b>Competitiveness</b>                |          |      |             |       |             |       |             |
| Total cost of production (in million) | 51       | 55   | 56          | 60    |             | 64    |             |

2

### Slide 3: Example of KPI data in visual format



Initially outcome data might not be readily available as systems and processes need to be put in place to track this. The output dashboard should be shown until outcome data becomes available. The dashboard will primarily provide a tabular view on outputs and outcomes (slide 4 shows an outcome example), but there is the option to manually visualise the data in a more impactful way (slide 5)

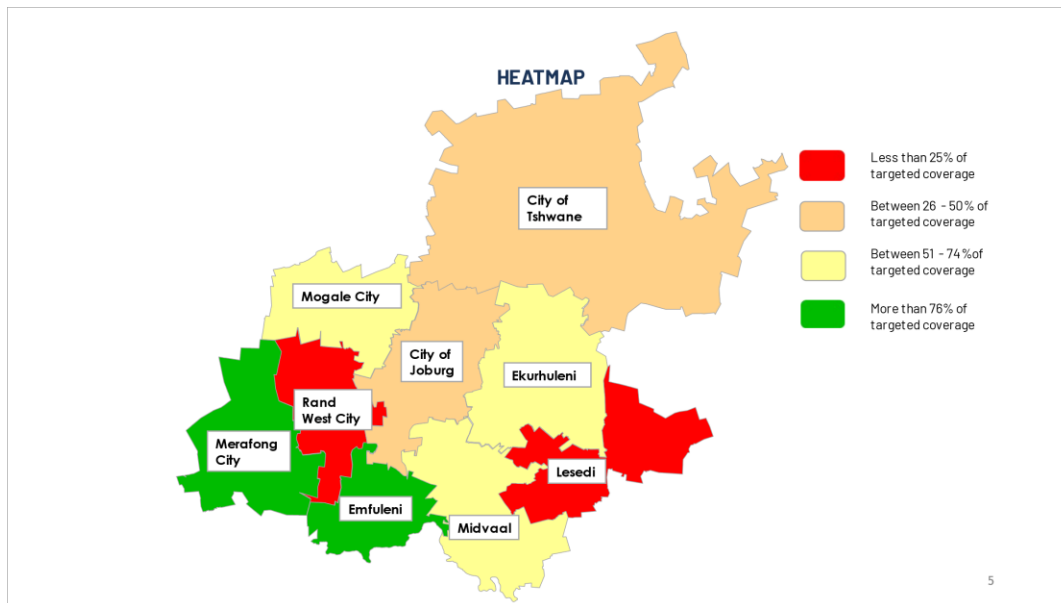
### Slide 4: outcome data in tabular format

**OUTCOME DASHBORD IN TABLE FORMAT**

| SUGAR DASHBOARD<br>OUTCOMES TRACKER          |                                      |                                     |                                  |          |                |                |                |                |
|----------------------------------------------|--------------------------------------|-------------------------------------|----------------------------------|----------|----------------|----------------|----------------|----------------|
| Outcomes                                     | Prioritise for tracking?<br>(yes/no) | Outcome indicator (s)               | Organisation/ Person responsible | Baseline | Target 2021 Q1 | Actual 2021 Q1 | Target 2021 Q2 | Actual 2021 Q2 |
| Convening and attending EOC meetings         | Yes                                  | Number of EOC Members in attendance | Morongwa Leseke                  | 8        | 8              | 5              | 8              | 8              |
| Training provided through SETA's             | Yes                                  | Number trainings                    | Pumeza Ndabisa                   | 150000   | 180000         | 100000         | 200000         | 197853         |
| Jobs created through masterplan intervention | Yes                                  | Number jobs created                 | The Presidency                   | 50000    | 110000         | 89000          | 124000         | 120000         |

4

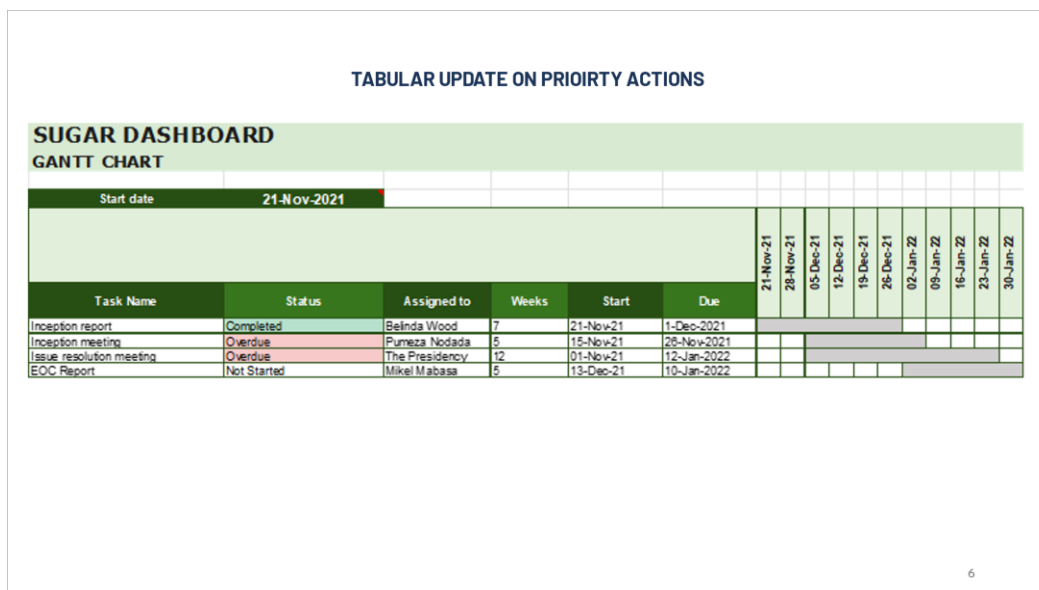
## Slide 5: manual visualisation of outcome data



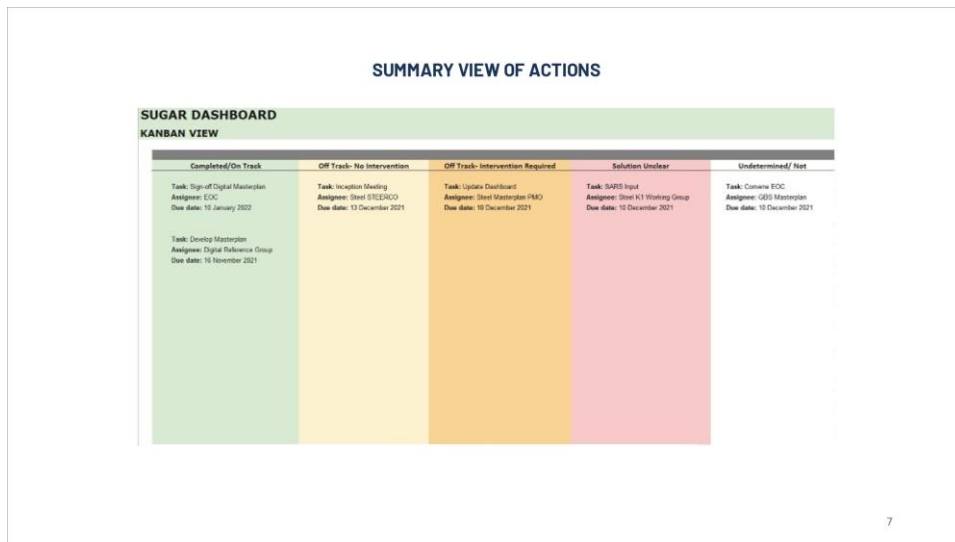
### Section 3: Progress on Priority Actions

This section covers the progress on the priority actions. The data will be housed in the masterplan dashboard, with the red and amber-red priority actions drawn out for discussion in the progress report. Different views of the actions can be provided: tabular (slide 6) or summary (Kanban view showing which activities are in green, amber green, amber red or red status) (slide 7)

## Slide 6: Tabular update on priority actions



## Slide 7: Summary view of actions (kanban view)



## Section 4: Conclusion

The final slide provides a summary of the key concluding points, and any decision that needs to be taken by the executive.

## Template 17: First 12 - 18 month Monitoring plan (and for further phases going forward)

### *Purpose of M&E Plan*

The monitoring plan indicates how the masterplan outputs and outcomes will be tracked. Monitoring is a continuous activity and therefore the monitoring plan will indicate who is responsible for data collection, and at what frequency.

### *When to use the framework*

The development of a monitoring plan is one of the first tasks of the task teams. The monitoring plan is aligned to the priority action plan - it is therefore important to have the priority action plans finalised before doing the monitoring plan. This table will feature in the dashboard tool to ensure progress against outcomes, outputs and priority actions are updated on a continuous basis by the relevant person or PMO office.

### *Guideline for developing the monitoring plan*

The monitoring plan is an expansion of the priority action plan, in that additional information is added to include the following:

- Indicators (for output and prioritised outcomes)
- Person responsible for collecting/ obtaining the data
- Target
- Baseline
- Frequency of data collection

The template for the monitoring plan is shown below:

- An outcome and output monitoring table will be developed **per pillar** (see below).
- The **outcome monitoring** table will include:
  - **Column 1:** outcomes included in the MP for the first 12-18 months
  - **Column 2:** most important outcomes to track - this is because outcomes are more difficult to track, and often require more resources. The outcomes should be assessed against two criteria: the strategic importance of the outcome (how important is this outcome in the achievement of the MP objectives) and data availability (is the data available, and if not, what resources will be required to collect the data). The working group must decide which outcomes to prioritise in the first 12-18 months.
  - **Column 3:** indicators should be developed for the prioritised outcomes. Depending on the complexity of the outcome, more than one indicator might be needed.
  - **Column 4:** Indicate which responsible organisation (and ideally name of the responsible person) for ensuring the data is collected.
  - **Column 5:** Stipulate the frequency of data collection - quarterly or annually? As timeous, and frequent data is needed to effectively track progress.



- **Column 6:** The baseline value of the outcome indicator should be included once available. With new indicators, the baseline will only be available once data collection gets underway.
- **Column 7:** Once the baseline is established, targets should be set. Ideally, an annual breakdown of the target should be done.
- The **output monitoring** table contains similar fields to the outcome monitoring plan, except for two changes:
  - The outputs aren't prioritised. Outputs are typically easier to track and therefore all outputs are included in the monitoring plan.
  - Target setting should be done quarterly. This will ensure easy alignment to departmental APPs.

**Table 1: Template for the outcome and output monitoring plan**

PILLAR TITLE: [\[insert here\]](#)

#### Outcome monitoring

| Outcomes | Prioritise for tracking? (yes/no) | Outcome indicator (s) | Organisation / Person responsible | Frequency of data collection | Baseline | Targets                       |
|----------|-----------------------------------|-----------------------|-----------------------------------|------------------------------|----------|-------------------------------|
|          |                                   |                       |                                   |                              |          | Year 1:<br>Year 2:<br>Year 3: |
|          |                                   |                       |                                   |                              |          |                               |

#### Output monitoring

| Output | Output indicator | Organisation/ Person responsible | Frequency of data collection | Baseline | Targets                  |
|--------|------------------|----------------------------------|------------------------------|----------|--------------------------|
|        |                  |                                  |                              |          | Q1:<br>Q2:<br>Q3:<br>Q4: |
|        |                  |                                  |                              |          |                          |