



27 March 2026

Dear SAAFF Members,

SAAFF COMPANY STATEMENT TO THE MEMBER COMMUNITY

The Southern African Association of Freight Forwarders NPC (SAAFF) notes the announcement of the formation of a new organisation, apparently involving some of our members previously represented on the now disbanded executive committees based in the coastal regions.

It saddens us that these members felt that their needs were no longer accommodated within SAAFF, a members' organisation that has stood the test of time for well over a century. This appears to be a response to the structural changes currently being implemented within SAAFF. Whilst resistance to change is not unnatural, it is a great pity that these members did not allow these changes to unfold, and mature, before seemingly making up their minds.

We are hopeful and indeed confident that in the fullness of time these members will see the worth of the changes that are being implemented and that they will return to the SAAFF fold which we continue to regard as their natural home.

SAAFF is a members' organisation. As such, it remains accountable to its members. As a matter of good governance, **we do not communicate with our members through the media**. We connect with you, our members daily through our community channels, structured meetings, AGM's, visitation, development programmes, working groups* and projects throughout the year and we will continue to do so. Members who have concerns are encouraged to raise them within the SAAFF structures.

This is an opportune time to recap the rationale for the recent structural changes and to explain how regional representation continues under the current structure. These changes are a work in progress and will continue to evolve to meet the needs of our members.

Why SAAFF Changed Its Structure

SAAFF's transition from an **association** to a **non-profit company (NPC)** governed by the Companies Act, was a deliberate step to strengthen governance, accountability, and operational effectiveness.

Operating as an NPC:

- Establishes a formal board with clear fiduciary responsibility; we are accountable to our members for how things are run and in compliance with the Companies Act.
- Enables more efficient day-to-day operation and financial management.
- Creates clear lines of authority and accountability, reducing legal and operational risk.

Under this structure, the old regional executive committees, "elected" by members having offices in the region, could **not** remain in place, as they have no legal standing and mandate within the NPC framework and the Companies Act. This change was necessary to ensure compliance, protect the organisation & its **members**, remove any potential preferential treatment, and provide consistency in how SAAFF operates nationally across the holistic membership base.



Importantly, **de-regionalisation does not mean exclusion**. Regional input continues through structured projects, working groups*, and engagement platforms. In most of the regions, the very same people who offered of their time voluntarily continue to do so through active participation in the working groups* and projects while the previous Exco structure is no longer in compliance with the Companies Act.

Our escalation desk continues to serve all members in each region nationally and SAAFF continues to work with the volunteers and attending industry consultants, no matter where these individuals might be geographically located. This translates to quicker turnaround times to member queries, enabling SAAFF to engage stakeholders more effectively and address issues systematically. In the previous structure we did not have the same visibility to our members queries.

What has not changed:

- Stakeholder engagement remains central to SAAFF's mandate.
- Coastal & inland members continue to identify and prioritise operational challenges.
- Regional insight remains fundamental to advocacy and problem-solving as it links to the overall South African Logistics network across all modalities.
- SARS is still the author and convenor of their external stakeholder engagement meetings, **not** SAAFF.
- BMA (15 OGA's and 2 controlling bodies) have not yet instituted regional meetings but continue with national engagements, however we incorporate this in our SAAFF Members monthly Trade Facilitation Meetings.
- Transnet daily Port feedback meetings

What has changed is **how issues are coordinated and escalated**, ensuring greater consistency, accountability, and follow-through.

SAAFF has appointed Sherrol Lacey, who joined the team on the 1st of March, as its Chief Operating Officer (COO), which is a new position. Sherrol served as an Exco member in the Eastern Cape chapter for several years.

With 30 years' hands-on experience in the freight forwarding industry, this appointment was made intentionally to ensure that operational efficiencies at the highest level are anchored by a holistic understanding of the members requirements and the industry overall.

Freight forwarding operations require practical judgement, adaptability, and the ability to respond quickly to issues such as line stops, port congestion, documentation challenges, and time-critical cargo movements. Sherrol is well versed in these situations; challenges she has dealt with directly while managing operations and working with customers under pressure.

As Head of Systems & Processes for Sub-Saharan Africa at a member company, Sherrol has already been instrumental in the assessment of system upgrades & development to improve efficiencies & transparency of information in all modalities (Air, Ocean, Rail, Land).

This experience provides SAAFF with an operational lens that complements the revised structure. It ensures that concerns raised by members are assessed with a clear understanding of their real-world impact, and that escalation and engagement are handled with practicality and relevance.

Central to Sherrol's portfolio is membership facilitation. The development and implementation of the new operating model have priority in our current strategy which will be supported by the appointment of 3 alternate Directors, working on a voluntary basis who are located in the coastal regions, to strengthen the operational structures throughout South Africa.

While the structure may look different to the past, the organisation retains direct operational insight and the ability to engage meaningfully on the issues that matter most to members. This approach reflects the need for SAAFF to evolve in-step with a changing industry, while remaining firmly grounded in day-to-day operational reality.



Looking Ahead

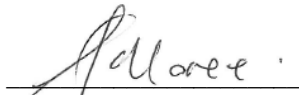
Coastal and regional matters will continue to be raised through structured engagement channels, projects, and working groups*, feeding into a central escalation process that provides visibility and accountability. SAAFF is currently driving **four key projects supported by seven working groups**.

In short, **regional voices are not being diminished – they are being strengthened through coordination, experience, and focused leadership.**

In an increasingly fragmented global environment, where integrity, transparency and ethical leadership are often under strain, the role of a credible industry body like SAAFF becomes increasingly important. We are very conscious that credibility is established through sustained delivery, the results of which create trust in SAAFF's members and stakeholders. We build it by doing the work, fulfilling our promises, and showing results over time. That's how our members and stakeholders have come to trust us and will continue to trust us into the future.

SAAFF remains present and is led by individuals with first-hand experience of the challenges & objectives you face every day.

Yours sincerely,


Juanita Maree (Phd)
Chief Executive Officer

***A Definition of a Working Group:**

Modern Era: Agile Working Groups: Today, leading industry representative bodies such as standard-setting and professional institutions rely on specialised working groups. These groups allow for rapid decision-making, in-depth technical research and analyses and stakeholder participation in consensus-driven processes.