

**IMPLEMENTATION PLAN**

**Notes to Implementation plan**

1. Priority rating for Focus Area 1 done on the basis of the sub focus area. For all the other focus areas, priority rating is done at the deliverable level
2. High level actions have been developed for most deliverables. The lead organisation and support organisations are provided per action. Where deliverable statements, lead and support organisations have been provided at deliverable level
3. Some deliverables stretch across more than one focus area. This has been indicated in brackets
4. The PPGI related deliverables have been clearly indicated
5. Where possible, the objective statements have been made more specific (to include targets and dates)
6. A specific date in the "Timeline" column constitutes the due date, or range within which the deliverable/ actions should be completed
7. Lead organisation is responsible for the deliverable/ action - this **does not** mean all the work is done by the lead organisation. The lead organisation must convene meetings with support organisations and coordinate the various organisations' inputs

<b>Year 1</b>	Oct 2020- Sept 2021
<b>Year 2</b>	Oct 2021- Sept 2022
<b>Year 3</b>	Oct 2022- Sept 2023
<b>Year 4</b>	Oct 2023- Sept 2024
<b>Year 5</b>	Oct 2025- Sept 2026

**GOAL STATEMENT: To increase investment and competitiveness, underpinned by greater inclusivity in the Forestry sector**

Focus area	Priority rating	Objective statements	Success statements	Deliverable statements & High level actions	Timeline	Lead Organisation	Support Organisations
FOCUS AREA 1: Expanded Forestry Resource: <b>New Afforestation</b>		To establish 151 000 ha of productive new plantations in Eastern Cape, Limpopo, Mpumalanga and KwaZulu Natal by 2026	Productive new plantations are established in the Eastern Cape and KwaZulu Natal	<b>Deliverable 1: Parcels of land prioritised in terms of readiness to bring into production</b>			
				i. Confirm land prioritisation considering relevant factors and possible strategic partners	Year 1	DEFF	Selected strategic partners
				<b>Deliverable 2: Business models agreed by communities most suited to plantation development</b>			
				ii. Identify possible assumed ownership situations and initiate process to address	Year 1	DEFF	
				i. Finalise the various business models	Year 2	DEFF	
				<b>Deliverable 3: Funding/ investment secured for project development and project implementation (see focus area 2, blended finance instrument)</b>			
				i. Finalise various funding instruments	Year 1	DEFF	DTIC, IDC, Selected strategic partners
				<b>Deliverable 4: All authorisations in place (e.g. WUL and EIAs)</b>			
				i. Ensure finalisation of new afforestation WUL and EIAs currently in process (see Focus area 6 for deliverables linked to a more optimised process)	Year 1	DEFF	DWS
				<b>Deliverable 5: Extension services provided</b>			
				i. Capacitate DEFF to facilitate provision of extension services	Year 1	DEFF	
				ii. Conclude partnership agreements between forestry companies, private sector experts and DEFF to provide extension services	Year 1-onwards	DEFF	Forestry companies, private sector experts
				iii. Provide extension services	Year 2-onwards	DEFF/Strategic partner	Forestry companies, private sector experts
				<b>Deliverable 6: Confirmation of new afforestation targets - to include land and water availability</b>			
i. Undertake audit/ study to determine land and water availability for New Afforestation as per the PPGI target areas of 151k, while continuing to process new licence applications	Year 1	DWS/ DARDLR	DFFE, FSA				
FOCUS AREA 1: Expanded Forestry Resource: <b>State Owned plantations</b>		To return 68 820 of DEFF owned plantations (B&C and EXIT) into production by 2026	DEFF owned plantations (B&C and EXIT) are returned to being productive assets	<b>Deliverable 7: Plantations parcelled into logical forest management units (FMU's)</b>			
				i. Parcel plantations into FMUs	Year 1	DEFF	Selected strategic partners
				ii. Identify FMUs to prioritise for business development	Year 1	DEFF	Selected strategic partners, IDC
				<b>Plantations with no land land claims</b>			
				<b>Deliverable 8: Management models finalised for recapitalisation of its plantations</b>	Year 1	DEFF	Forestry SA, CEPWAWU, SACTWU
				<b>Deliverable 9: Expressions of Interest issued for B&amp;C and Exit plantations</b>			
				i. Identify possible assumed ownership situations and initiate process to address	Year 1	DEFF	
				ii. Issue expressions of interest for the prioritised plantations	Year 1	DEFF	
				iii. Conclude agreements			
				<b>Deliverable 10: Access to grant and soft loan funding facilitated to strengthen community participation in recapitalisation process (see blended finance instrument, focus area 2)</b>	Year 1	DEFF	Selected strategic partners, IDC
				<b>Deliverable 11: Extension services provided by strategic partners</b>			
				i. Conduct PRA process to determine extension services required	Year 2	Strategic partner	
				ii. Provide extension services	Year 2-onwards	Strategic partner	
				<b>Plantations with land claims</b>			
<b>Deliverable 12: Business models agreed by communities most suited to plantation development</b>							

				i. Conduct PRA process to guide the outcomes for the selected business model	Year 1	DEFF	CEPPWAWU, SACTWU	
				ii. Finalise the various business models	Year 1	DEFF	Forestry SA, CEPPWAWU, SACTWU	
				<b>Deliverable 13: Land claims finalised</b>				
				i. Finalise land claims	Year 1	DARDLR	Land Claims Commission, DEFF, CEPPWAWU, SACTWU	
				<b>Deliverable 14: Access to grant and soft loan funding facilitated to strengthen community participation in recapitalisation process (see blended finance instrument, focus area 2)</b>	Year 1	DEFF		
				<b>Deliverable 15: Extension services provided</b>				
				i. Capacitate DEFF to facilitate provision of extension services	Year 1-2	DEFF		
				ii. Conclude partnership agreements between forestry companies, private sector experts and DEFF to provide extension services	Year 1-onwards	DEFF	Forestry companies, private sector experts	
				iii. Provide extension services	Year 2-onwards	DEFF	Forestry companies, private sector experts	
FOCUS AREA 1: Expanded Forestry Resource: <b>State Owned &amp; New Afforestation</b>				<b>Deliverable 16: DEFF capacity building and structural changes instituted to support increases in primary resource (also listed in Skills Focus area 5b)</b>				
				i. Undertake a review process in DEFF to determine current human resource capacity and competence	Year 1	DEFF		
				ii. Institute the required organisational change following the review	Year 2	DEFF		
				iii. Reallocate budget to provide extension and enabling services once DEFF plantation ownership is transferred	Year 2-onwards	DEFF		
				<b>Deliverable 17: PRA process implemented for all plantation developments that ideally incorporate the valuation of community/ plantation assets (e.g. the ABCD model)</b>				
				i. Execute the PRA process for all plantation developments	Year 1	DEFF/ Selected Strategic partner		
				ii. Integrate tools such as ABCD model into PRA process to enable leveraging of community assets	Year 1	DEFF/ Selected Strategic partner		
				<b>Deliverable 18: Communities provided with expert services in establishing governance and business structures</b>				
				i. Compile list of expert services required by communities	Year 1	DEFF/ Strategic partner		
				ii. Source and deploy experts to provide needed advice (as determined by the specific needs of each community during PRA process)	Year 2-onwards	DEFF/ Strategic partner		
FOCUS AREA 1: Expanded Forestry Resource: <b>KZN pest affected areas</b>		To return 13800 ha of KZN pest affected areas into production by 2026		<b>Deliverable 19: Funding support obtained for small growers as committed through the World Forestry Congress Legacy project (Also see Deliverable 14 - COVID Response)</b>				
				i. Investigate different sources of funding for communities investigated and finalise available options	Year 1	DEFF	Forestry SA	
				ii. Disburse funding to small growers for reforestation purposes	Year 1 and Year 2	DEFF		
FOCUS AREA 1: Expanded Forestry Resource: <b>Fire affected areas in the Western Cape</b>		To return 17600 ha of WC fire affected areas into production by 2026		<b>Deliverable 20: Funding efforts coordinated to enable replanting of WC fire affected areas</b>				
				i. Develop a process to determine funding options available and facilitate the flow of funding	Year 1	DEFF	Various impacted landowners	
<b>Focus area</b>	<b>Objective</b>	<b>Success statements</b>	<b>Deliverable statements &amp; High level actions</b>	<b>Priority</b>	<b>Timeline</b>	<b>Lead department</b>	<b>Support Department</b>	
FOCUS AREA 1: Maintenance of Forestry resource: <b>Pests &amp; Disease</b>	To reduce the annual losses from pests & diseases	Effective border control and quarantine mechanisms put in place to prevent the establishment and spread of pests & diseases	<b>Deliverable 1: Bilateral agreements with the neighbouring countries revitalised</b>					
			i. Escalate the implementation / honoring of bilateral agreements to SADC oversight body		Year 1	Natl Forest Pests & Disease Committee through DEFF	SADC Regional FLEGT Programme	
			ii. Finalise outstanding bilateral agreements		Year 1	Natl Forest Pests & Disease Committee through DEFF	SADC Regional FLEGT Programme	
			iii. Activate the existing task team to drive implementation of bilateral agreements		Year 1-2	Natl Forest Pests & Disease Committee through DEFF		
			iv. Liaise with Dept of Home Affairs to ensure alignment with the centralised Border Management authority		Year 2	Natl Forest Pests & Disease Committee through DEFF	Dept of Home Affairs	
		Disaster relief funding available for pests & disease outbreaks	<b>Deliverable 2: Forestry disaster relief funding made available to deal with pests &amp; disease</b>					
			i. Develop a disaster management plan that includes pests&diseases		Year 1	Natl Forest Pests & Disease Committee through DEFF	COGTA	
			ii. Put processes in place to access disaster funds available from CoGTA		Year 2	Natl Forest Pests & Disease Committee through DEFF	COGTA	
		The National Forest Act amended to incorporate the establishment of a National Pest & Disease Advisory	<b>Deliverable 3: National Pest &amp; Disease Committee recognised as an Advisory body, with a clear ToR developed</b>		Year 1	Natl Forest Pests & Disease Committee through DEFF	Forestry SA, FABI	

body		i. Amend NFA to allow for the legal establishment of the Nat. Pest and Disease advisory body		Year 1	DEFF		
		ii. Officially constitute the National Pests and Disease Committee according to the revised NFA, and develop Terms of reference		Year 1	Nat'l Forest Pests & Disease Committee through DEFF	Forestry SA, FABI	
	i. A user-friendly, easily accessible biosecurity digital platform built and maintained	<b>Deliverable 4: Biosecurity digital platform developed and maintained that will benefit multiple sectors</b>					
	ii. Use of data to enable appropriate risk assessment and management	i. Identify champion to lead the development of this resource		Year 1	Forestry SA	FABI, DEFF, DALRRD	
		ii. Develop profile of existing pest and disease management data		Year 2	FABI	Forestry SA, DEFF	
		iii. Conclude agreements with all relevant stakeholders around the sharing of data		Year 2	Forestry SA	FABI, DEFF, DALRRD	
		iv. Develop a centralised platform where all data will be stored		Year 2	FABI	Forestry SA, DEFF, DALRRD	
		v. Undertake monitoring for pests & diseases and record outbreaks		Year 3-5	FABI	Forestry SA	
	Capacity constraints are addressed through the appointment of staff in the Plant Health Directorate (including inspection services)	<b>Deliverable 5: Capacity constraints in implementing pest &amp; disease management addressed, specifically in Plant Health Unit (DALRRD) and inspection services (bio control agents)</b>					
		i. Document capacity shortages and make available required budget		Year 1	[DALRRD]	DEFF, FSA	
		ii. Undertake recruitment process to employ/source the required capacity		Year 2	[DALRRD]	DEFF, FSA	
		<b>Secure capacity and expertise through support of existing pests &amp; disease management (Covered by RDI focus area)</b>					
		i.Ensure the finalisation of FSA/DEFF/UP MOU (PP01)		Year 1	DEFF	FSA, FABI-UP	
	FOCUS AREA 1: Maintenance of Forestry resource: Fire	To reduce the annual losses from fires	Targeted FPAs provided with the required support to continue operations	<b>Deliverable 6: Support provided to Fire Protection Associations (FPAs)</b>			
			i. Identify forestry growth areas, and the accompanying FPAs that require support		Year 1	National Fire Advisory Forum through DEFF	Forestry SA, FPA's, COGTA
			ii. Based on funding available, execute the roll out of financial support to the prioritised FPAs		Year 1	National Fire Advisory Forum through DEFF	Forestry SA, FPA's
			iii. Undertake proper assessment of FPAs to identify non-functional FPAs		Year 2	National Fire Advisory Forum through DEFF	Forestry SA
			iv. Develop strategies to support FPAs		Year 2	National Fire Advisory Forum through DEFF	Forestry SA
			v. Roll out support strategies		Year 3-5	National Fire Advisory Forum through DEFF	Forestry SA
		Conflicts in legislation addressed	<b>Deliverable 7: Conflicting legislation in NVFF, the Fire Brigade Services Act and the Municipal Structures Act reviewed and aligned</b>				
		i. Establish a colloquium		Year 1	National Fire Advisory Forum through DEFF	SALGA, COGTA, Forestry SA	
		ii. Map out areas of conflict drawing on existing documents/ blueprints that have been developed		Year 1	National Fire Advisory Forum through DEFF	Forestry SA	
		iii. Take action to address conflicting legislation		Year 2	National Fire Advisory Forum through DEFF		
	Finalisation of NVFF Act Amendments	<b>Deliverable 8: Amendments to NVFF Act reviewed and signed off</b>					
		i. Get amendments signed off and gazetted		Year 1	National Fire Advisory Forum through DEFF		
		ii. Formulate regulations to correspond to legislation		Year 2	National Fire Advisory Forum through DEFF		
	Organisational mandates clarified to ensure efficient management of fire prevention strategies/ functions	<b>Deliverable 9: Alignment/ clarification of different organisational mandates - DEFF (Forestry Branch) vs WoF vs Disaster Management vs Municipalities</b>					
		i. Review organisational mandates of DEFF, WoF and Disaster Management vs Municipalities		Year 1	National Fire Advisory Forum through DEFF		
		ii. Communicate the newly aligned structures and mandates to all relevant stakeholders		Year 1	National Fire Advisory Forum through DEFF		
	Municipal Chief Fire Officers capacitated to fulfil their role as Fire Protection Officers	<b>Deliverable 10: Chief Fire Officers capacitated to fulfil their legislated roles (including delegating the necessary powers to FPA's)</b>					
		i. Determine the capacity constraints of CFO's		Year 1	National Fire Advisory Forum through DEFF		
		ii. Develop a capacity building plan and set aside budget to address the capacity constraints		Year 1	National Fire Advisory Forum through DEFF		
		iii. Train CFOs on their legislated role		Year 1	National Fire Advisory Forum through DEFF		
	The National Veld and Forest Fire Amendment Bill amended to incorporate the establishment of a National Fire Protection Advisory body	<b>Deliverable 11: Fire protection management structures formalised with clear Terms of Reference developed</b>					
		i. Amend NFA to allow for the legal establishment of the Nat. Fire Advisory Committee		Year 1	National Fire Advisory Forum through DEFF		
		ii. Officially constitute the National Fire Advisory Committee according to the revised NFA, and develop Terms of reference		Year 1	National Fire Advisory Forum through DEFF		

		Improved access to weather data	<b>Deliverable 12: A weather data and national Fire Danger Rating programme implemented</b>					
			i. Develop the system requirements for the weather database and National Fire Danger Rating programme		Year 1	National Fire Advisory Forum through DEFF		
			ii. Obtain funding for the weather database and National Fire Danger rating programme		Year 1	National Fire Advisory Forum through DEFF		
				iii. Develop the weather database and National Fire Danger Rating programme		Year 2 onwards	National Fire Advisory Forum through DEFF	
		i. Greater awareness and information sharing among the general public in terms of high-risk fire area ii. Utilisation of the data by various stakeholders to ensure greater efficiencies in the deployment of fire resources	<b>Deliverable 13: A centralised national fire database to better manage fire outbreaks developed and maintained</b>					
			i. Develop a proposal for the National Fire database and secure funding		Year 1	National Fire Advisory Forum through DEFF	COGTA	
			ii. Develop a National fire database in conjunction with all relevant stakeholders		Year 2	National Fire Advisory Forum through DEFF	COGTA	
			iii. Develop and implement a general public awareness and education campaign		Year 2-3	National Fire Advisory Forum through DEFF	COGTA	
			iv. Put in place systems and process to ensure the use of the data		Year 2-5	National Fire Advisory Forum through DEFF	COGTA	
			<b>Greater support for Fire R&amp;D and Research Capacity (Covered by RDI Forums - Focus area 5a)</b>					
<b>FOCUS AREA 1: COVID Response - short term</b>	To increase social employment	Job creation	<b>Deliverable 14: Joint proposal developed containing delivery ready projects</b>		Year 1	DEFF, FSA, PAMSA, IDC		
<b>FOCUS AREA 1: COVID Response - short to medium term</b>	To improve food security of community growers	i. Wider adoption of agroforestry by small growers/ community growers ii. Improved food security	<b>Deliverable 15: Implementation / wider adoption of Agroforestry</b>					
			i. Document and synthesise findings from Agroforestry projects and pilots currently underway		Year 1	DEFF	ARC, SAFCOL, MTO, UKZN, UP, FSA	
			ii. Develop Agroforestry guidelines / information pack capturing different agroforestry configurations (also consider inclusion of Agroforestry in greenfields projects)		Year 1	DEFF	ARC, SAFCOL, MTO, UKZN, UP, FSA, DWS	
			iii. Distribute the information to small growers/ community growers		Year 2	DEFF	ForestrySA	
			iv. Engage with corporate timber growers to allow neighbouring small scale growers to grow other crops on their land (specifically intercropping)		Year 2	DEFF	ForestrySA, Industry, DWS	
			v. Provide training and extension services to small growers/ community growers on agroforestry practices		Year 2 - Year 5	DEFF	ForestrySA, DALRRD	
			<i>Note: funding dealt with through Blended finance instrument (Focus area 2: Deliverable 4&amp;5)</i>					
<b>FOCUS AREA 2: Transformation: Land claims &amp; post settlement support</b>	i. To increase community ownership and economic benefits related to plantation activities ii. To expand community and black business opportunities with improved commercial viability	i. Outstanding land claims finalised within agreed timeframes ii. A post-settlement support package is in place	<b>Deliverable 1: Land claims expedited (particularly those close to finalisation)</b>					
			i. Convene a quarterly national-level forum to deal with land claims issues		Year 1	DALRRD (LCC)	DEFF, CEPPWAWU, SACTWU	
			ii. Obtain details of outstanding land claims related to state owned plantations (B&C) and afforestation		Year 1	DEFF and Forestry SA	DALRRD (LCC)	
			iii. Identify those plantations / land parcels well positioned for early plantation development		Year 1	DEFF and Forestry SA	IDC, Rural development Agencies, CEPPWAWU, SACTWU	
			iv. For those with land claims close to finalisation, expedite the land claims		Year 1-2	DALRRD (LCC)	DEFF, CEPPWAWU, SACTWU	
			v. Institute a process of community-owned plantation development as per focus area 1		Year 2-5	DEFF	IDC, Rural development Agencies, SEDA, CEPPWAWU, SACTWU	
			<b>Deliverable 2: Enable plantation development while land claims are in process</b>					
			i. Identify those plantations well-positioned for early development, but which are still in the land claim process		Year 1	DEFF and Forestry SA	DALRRD (LCC), CEPPWAWU, SACTWU	
			ii. Enable alternative arrangements to allow for plantation development while land claims are being expedited (e.g. lease agreements)		Year 1-2	DEFF, DALRRD (LCC)		
			iii. Institute a process of plantation development with community claimants as per focus area 1		Year 2-5	DEFF, DALRRD (LCC)	IDC, Rural Development Agencies, SEDA, CEPPWAWU, SACTWU	
			<b>Deliverable 3: Provision of Post-settlement support</b>					
			i. Conclude MOU to clarify post settlement roles and responsibilities, as referred in the Forestry Sector Charter		Year 1	DEFF and Forestry SA	DALRRD	
			ii. DALRRD's Kaapsehoop pilot on post settlement models to include DEFF		Year 1	DALRRD	DEFF	
			iii. DEFF and DALRRD agree the post-settlement support package and budget transfers, if relevant		Year 1	DEFF and DALRRD	DALRRD	
<b>FOCUS AREA 2: Transformation: Blended Finance instrument</b>			<b>Deliverable 4: A blended finance instrument instituted</b>					
			i. Government and Industry agree that DEFF formally requests DTIC and IDC to develop the funding options and make recommendations		Year 1	DEFF and Forestry SA	DTIC, IDC, SSA	

		A blended finance instrument accessed by Forestry Sector	<p>ii. Establish a funding committee (consisting of industry and government) to set the terms of reference for the proposal and to make the final recommendation on the implementation of the instrument</p> <p>iii. Implement agreed proposal</p> <p><b>Deliverable 5: Funding information resource developed that include grant and soft funding schemes</b></p> <p>i. Identify grant and soft funding providers available to the forestry sector</p> <p>ii. Develop an information resource on grant and soft funding schemes available to all stakeholders in the sector (and not just those who are utilising the funding instrument)</p>		Year 1	DEFF and Forestry SA	DTIC, IDC, SSA
					Year 2-4	DEFF and Forestry SA	DTIC, IDC, SSA
					Year 1	DEFF	DTIC, IDC, SEDA, FSA, SSA
					Year 1	DEFF	DTIC, IDC, SEDA, FSA, SSA
FOCUS AREA 2: Transformation: Community and small enterprise advisory support		Advisory support programmes are available to community-based and small enterprises across the value chain (excluding extension services dealt with in Focus Area 1)	<p><b>Deliverable 6: Business related advisory support programmes established for forestry sector enterprises across the value chain</b></p> <p>i. Identify business and advisory support programmes offered by government /NGOs suitable for the forestry sector (e.g. SEDA)</p> <p>ii. Engage these programme managers to ensure effective responsiveness to forestry sector</p> <p>iii. Develop and distribute communications materials to inform the forestry sector enterprises how to access the available support</p> <p><b>Deliverable 7: Governance related advisory support established for communities (where this is not part of the PRA process cited in Focus Area 1)</b></p> <p>i. Develop a toolkit to clearly explain the purpose and all the elements for effective governance of community assets</p> <p>ii. Establish a panel of advisory support service providers that provides community governance support</p>		Year 1	DEFF	DTIC, SEDA, FSA, Rural Development Agencies
					Year 1-2	DEFF	DTIC, FSA, SSA
					Year 2 -5	DEFF, DTIC	FSA, SSA
					Year 1	DEFF	SEDA, Rural Development Agencies
					Year 2 -5	DEFF	SEDA, Rural Development Agencies
FOCUS AREA 2: Transformation: Small grower certification		Increased certification of small-scale timber growers to ensure market access and premium prices for timber products	<p><b>Deliverable 8: Small growers supported with the process to achieve forest management certification</b></p> <p>i. Implement the strategic industry partner's certification scheme for their small growers</p> <p>ii. For small growers not linked to an industry partner: Provide small growers with certification support</p>		Year 1	DEFF and Forestry SA	SEDA
					Year 2-5	DEFF	SEDA, FSC
<b>FOCUS AREA 3: Processing: Promotion of timber in construction</b>							
FOCUS AREA 3: Processing: Promotion of timber in construction	To improve the uptake of the use of timber in the built environment	Increased use of timber and engineered timber products in the South African Built Environment	<p><b>Deliverable 1: A variety of interventions implemented in support of timber and engineered timber in the built environment (Including medium and high-rise buildings and products like Cross laminated Timber (CLT), Oriented Strand Board (OSB), Laminated Veneer Lumber and Glulam (Glued Laminated Timber))</b></p> <p>i. Develop a joint strategic implementation plan that addresses the use of timber and engineered timber products in the built environment.</p> <p>ii. Develop an education and awareness program that addresses the myths about timber structures.</p> <p>iii. Develop the industrial capability to produce the engineered timber that includes locally designed and produced CLT, LVL or OSB. ( See Focus areas 5a: RDI priorities -Deliverable 3)</p> <p>iv. Sawmilling industry to diversify product offering and value addition to match construction industry requirements</p> <p>v. Develop training programmes that are aimed at training the design, construction and installation of timber buildings - engineers, architects, carpenters, artisans and installer/erectors (See Focus area 5b: HRD and Skills - Deliverable 5)</p> <p>vi. Define the research agenda for engineered timber products for South Africa (See RDI Focus area 5a - Deliverable 3)</p>		Year 1 - ongoing	DTIC, SSA	SAWPA, ITC, NHBC, DTIC, DPE, DHS, DPW, DOH, CEPWAWU, SACTWU
					Year 2 - ongoing	DTIC, SSA	SAWPA, ITC, NHBC, DTIC, DPE, DHS, DPW, DOH
					Year 1 - ongoing	DTIC, SSA	
					Year 1 - ongoing	DTIC, SSA	
					Year 1 - ongoing	DTIC, SSA	SAWPA, ITC, NHBC, DTIC, DPE, DHS, DPW, DOH and DHE
					Year 1 - ongoing	DTIC	DSI, SSA, SAWPA, ITC, NHBC
		Increased use of timber and engineered timber products in the government and state-owned entities	<p><b>Deliverable 2: Designation of Timber for construction and Timber for Housing</b></p> <p>i. Designate the timber material for use in the built environment and timber structures in government and state-owned entities.</p> <p>ii. Ensure that standards for timber construction are updated, developed and enforced</p>		Year 2	DTIC, National Treasury	SSA; SABS; NHBC; NRCS
					Year 2 onwards	DTIC	SSA; SABS; NHBC; NRCS
<b>FOCUS AREA 3: Processing: Funding/ Industrial Financing/ Recapitalisation</b>							
FOCUS AREA 3: Processing: Funding/ Industrial Financing/ Recapitalisation	To improve access to industrial funding to drive competitiveness through modernisation of processing	Increased uptake of the APSS which funds the recapitalisation of machinery up to 30% grant.	<p><b>Deliverable 4: Enabling better uptake of Government Incentives</b></p> <p>i. Undertake a review to determine low uptake of APSS</p> <p>ii. Provide administrative and business planning support to interested beneficiaries to access incentives</p> <p>Note: security of supply as an impediment to uptake of APSS is dealt with in Focus Area 1</p>		Year 1	SSA with DTIC to input	
					Year 1 onwards	DTIC	IDC; SSA; PAMSA; DSBD; SEDA and SEFA
<b>FOCUS AREA 3: Processing: Utility poles</b>							
FOCUS AREA 3: Processing: Utility poles	South African pole producers to supply 200 000 poles to the African pole markets per annum	Utility pole producers are able to respond to export opportunities in Africa due to barriers being removed	<p><b>Deliverable 5: Trade support provided to enable access specific African markets</b></p> <p>i. Organise and participate in trade missions</p> <p>ii. Engage funders (African Development Bank and World Bank)</p>		Year 1 - ongoing	SAUPA	DTIC
					Year 1	SAUPA	DTIC

			iii. Develop high level trade protocol		Year 2 - onwards	SAUPA	DTIC	
FOCUS AREA 3: Processing: <b>Forestry regional integration</b>	To increase investment in African countries	Greater investment into African Markets	<b>Deliverable 6: Promote investment in specific African markets (New "deliverable")</b>					
			i. Expand and consolidate strategies between South Africa and Mozambique related to economic development, industrial and trade co-operation, with specific focus on co-operation between the countries in forestry and forestry based industries		Year 2	DTIC	DIRCO	
			ii. As and when required: ensure bilateral agreements reflect Forestry sector detail		Year 2 onwards	DTIC	DIRCO	
			iii. Engage funders (African Development Bank and World Bank on proposed investment initiatives that IDC is already working on to increase the level of investment in the Region)		Year 2	DTIC	DIRCO	
FOCUS AREA 3: Processing: <b>Sawmilling modernisation</b>	To improve sawmilling recovery rate (in support of competitiveness) – baseline to be established through the benchmarking study)	Increased adoption of modern technologies in South African Sawmills to improve recovery	<b>Deliverable 7: Study undertaken to inform next steps for the modernisation of timber processing</b>					
			i. Commission a techno-economic benchmarking study to identify the technology gaps in the SA processing sector which matches the SA roundwood supply quality		Year 1	SSA	DTIC	
			ii. Pending findings of study, introduce a collaborative modernisation investment drive in conjunction with the DTIC incentives with the view to upscale mills to be more efficient and add value to their products		Year 2 - onwards	SSA	IDC, DTIC	
FOCUS AREA 3: Processing: <b>Pulp &amp; Paper Legislation</b>	To remove the prohibitive wastepaper regulations in the National Environmental Waste Act 59 of 2008	Wastepaper excluded in the regulations regarding the control of the import or export of waste (National Environmental Management Waste Act 59, 2008)	<b>Deliverable 8: Wastepaper exclusions/ solutions developed and submitted</b>					
			i. Engage with key stakeholders to develop exclusions/ solutions regarding wastepaper		Year 1	PAMSA	PAMSA Members organisations	
			ii. Lobby for exclusions/ solutions to be addressed and implemented		Year 1	PAMSA	PAMSA Members organisations	
FOCUS AREA 3: Processing: <b>Improving productivity of the forestry products industries</b>	To extract the maximum value from wood biomass via biorefinery applications	Biorefinery technologies to enable development of new value chains from waste wood biomass	<b>Deliverable 9: Biorefinery technologies for production of high value products and materials for use in various applications, e.g., chemicals and products to combat the COVID pandemic (new deliverable - links to RDI priorities)</b>					
			i. Commission a techno-economic market study for biorefinery technologies and products		Year 1	CSIR	DTIC, Industry, PAMSA?	
			ii. Pending findings, develop and implement business plans		Year 2 - onwards	CSIR	DTIC, Industry, PAMSA?	
FOCUS AREA 3: Processing: <b>Board manufacturing</b>	To reduce the volume of non compliant board products being imported into the country [Targets can be set once a baseline is developed]	Local market specifications are enforced on imported board products	<b>Deliverable 10: Enforce compliance and apply standards on imported Board products</b>					
			i. Work with SABS, NRCS, DTIC, FSC and Industry to develop compulsory standards for imported board products.		Year 1 - onwards	DTIC	ITC; SABS; ITAC; NHBR; NRCS; DHS, FSC, BOARD INDUSTRY	
			ii. Local market specifications are enforced on Imported board products		Year 1 - onwards	DTIC	ITC; SABS; ITAC; NHBR; NRCS; DHS, FSC, BOARD INDUSTRY	
			iii. Meet with SARS customs on illegal and incorrect tariff declaration		[TBC with SARS]	[SARS/ Board industry]	ITC; SABS; ITAC; NHBR; NRCS; FSC, SARS, DTIC	
			iv. Train SARS custom staff on the correct tariff declaration process		[TBC with SARS]	[SARS]	ITC; SABS; ITAC; NHBR; NRCS; FSC, SARS, DTIC, BOARD INDUSTRY	
FOCUS AREA 4: <b>Plantation Theft</b>	To reduce timber losses as a result of illegal timber and theft related activities from 0.42% to 0.2% by 2026	SAPS agrees to establish a specialised forestry crime unit as a Commercial Crimes initiative	<b>Deliverable 1: Establishment of a Commercial Forestry Crime Unit</b>					
			i. Develop Business Case, using the Timber Theft Survey and other sources to motivate the case for a dedicated unit		Year 1: July 2020	Forestry SA, DEFF	Provincial Anti Timber Theft forums, SAUPU, SSA	
			ii. Motivate with the SAPS to establish the unit		Year 1: 31 March 2021	Forestry SA, DEFF	SAPS, SAUPA, SSA	
			iii. Establish a minimum of two units, prioritising the most severely affected provinces: probably MPU, KZN and the E Cape.		Year 2	[SAPS]	DEFF, FSA, SAUPA, SSA	
			iv. Appoint a commander and detectives in each unit		Year 2	[SAPS]		
			v. Train the members of the unit in matters specific to the Timber Industry		Year 2: April 2021-30 Sept 2021	Forestry SA	SAPS, SAUPA, SSA, DEFF	
		vi. Appoint and train dedicated prosecutors in each province		Year 2-3	[Department of Justice]	Forestry SA, SAPS, SSA, SAUPA		
		FSA, plantation owners, DEFF and SAPS develop a coordinated response to theft incidents - and where community grievances are at the root of the problem, a coordinated response is developed to unblock problems	<b>[Deliverable 2: Recruitment, training and appointment of Forest Officers]</b>					
			i. Relevant organisations budget for FO training and employment (where applicable)		Year 1	DEFF	Forestry Industry Associations	
			ii. FOs recruited and trained by various organisations		Year 2 onwards	DEFF/ Forestry Industry Associations		
<b>Deliverable 3: Utilisation of Prov Joints) SAPS meetings to escalate forestry sector crime/ criminal activities</b>								
i. Escalate crime issues to Prov Joint meeting		Year 1 - onwards	DEFF	Forestry SA (Anti-Timber Theft Forums)				
ii. Attend Prov joint meetings		Year 1 - onwards	DEFF					

			iii. Ensure follow through on crime issues raised at Prov Joint meetings		Year 1 - onwards	DEFF	Forestry SA (Anti-Timber Theft Forums)
			<b>Deliverable 4: Forestry sector crime data systems implemented</b>				
		Availability of timeous, accurate theft related data, used to address crime/ criminal activities	i. Undertake awareness campaigns utilising Anti-Timber Theft forums & SSA		Year 1: Aug 2020-31 Dec 2020	Forestry SA	Forestry SA (Anti-Timber Theft Forums), Sawmilling SA and SAWPA
			ii. Continuously collect and collate theft data		Year 1-onwards	Forestry SA	DEFF
			iii. Share data on key platforms (including PPGI)		Year 1-onwards	Forestry SA	DEFF
FOCUS AREA 4: Illegal Markets		Industry-wide traceability (Origin) of timber instituted to curb sale of stolen timber	<b>Deliverable 5: A Log Transport Permit System established (to allow policing by SAPS of timber being transported)</b>				
			i. Conduct a study to investigate the workings of the log transport permit system		Year 1: August 2020-31 March 2021	Forestry SA	DEFF, DoT
			ii. Implement the recommendations from the study		Year 1: from March 2021	Forestry SA	Forestry companies, other Forestry industry associations, DEFF, DoT
			iii. Undertake compliance study to determine extent to which system has been adopted		[By Oct 2021]	Forestry SA	Forestry companies, other Forestry industry associations
			<b>Deliverable 6: Timber theft self-regulation instituted (similar to RTMS accreditation)</b>				
			i. Table Timber theft proposal for agreement		Year 1 : 30 Sept 2020	FSA Transport committee	
			ii. Obtain input into the proposal from smaller mills/ non-FSA members		Year 1: 31 Oct 2020	Sawmilling South Africa with FSA	
			iii. Develop peer review mechanism to ensure adherence		Year 2 : 31 December 2021	Forestry SA	DoT
			iv. Implement a peer review mechanism		Year 2-onwards	Forestry SA	DoT
FOCUS AREA 4: Illegal activities in the pole market		Coordinated enforcement, and compliance to VCS082 in respect of illegal timber treatment	<b>Deliverable 7: Wording of the NRCS regulations amended</b>				
			i. Convene meeting with DTIC and NRCS to reach agreement on amendment on regulation		Year 1	SAWPA	DTIC, NRCS
			ii. NRCS to amend current regulation		Year 1	NRCS	
			iii. NRCS to enforce the amended regulation		Year 1	NRCS	
			<b>Deliverable 8: Multi-stakeholder task team established that addresses the various compliance and enforcement challenges</b>				
			i. Establish Task team and develop ToR for Task team		Year 2	DEFF and NRCS jointly leads	NRCS, SAPS, FSA, SAWPA, DALRRD, Industry members
			ii. Address the hotspots / resource constraints of NRCS		Year 2-onwards	DEFF and NRCS jointly leads	NRCS, SAPS, FSA, SAWPA, DALRRD, Industry members
			iii. Establish a standard operating procedure for responding to illegal activity		Year 2	DEFF and NRCS jointly leads	NRCS, SAPS, FSA, SAWPA, DALRRD, Industry members
			iv. Undertake proactive awareness about illegal pole activities, including raising awareness at the point of sale, as well as the environmental and associated health dangers associated with stolen chemicals and improper discarding of chemical containers.		Year 2-onwards	DEFF and NRCS jointly leads	NRCS, SAPS, FSA, SAWPA, DALRRD, Industry members
			v. Coordinate efforts between the Industry, NRCS and SAPS in curbing illegal activities- this could include the use of centralised GPS technology to report suspicious behaviour operators / sites on which the NRCS must act as well as greater follow through and reporting on criminal activities (cases opened / fines issued etc)		Year 2-onwards	DEFF and NRCS jointly leads	NRCS, SAPS, FSA, SAWPA, DALRRD, Industry members
FOCUS AREA 5a: RDI Enabling government conditions in support of RDI	To strengthen RDI capabilities and increase RDI financial resources in key government departments		<b>Deliverable 1: Government RDI Capacity strengthened and RDI included in budgets</b>				
			i. Apportionment of RDI funds in budget allocations -			DEFF, DTIC, DSI	
			ii. Put in place effective institutional configurations in Government departments (such as DFEE) to administer Government's research role			DEFF, DTIC, DSI	
			iii. Establish partnerships with other research organisations/ stakeholders to give effect to the research mandate			DEFF, DTIC, DSI	
FOCUS AREA 5a: RDI: The state of RDI in forestry in SA	To conduct an indepth study of the strengths and weaknesses of RDI in the forestry sector	Detailed and up-to-date report on the state (strengths, weaknesses and opportunities) of Forestry RDI	<b>Deliverable 2: Joint study undertaken on state of RDI in Forestry</b>				
			i. Joint study undertaken on the state of R&D in Forestry		Year 1 :Aug 2020-March 2021	Centre for Research on Evaluation, Science and Technology (CREST)(through FSA)	Forestry SA
			ii. Report (including recommendations) disseminated to three RDI forums (Solid wood processing, National reseach forum and Forestry Cluster)		Year 1: April 2021	Forestry SA	
FOCUS AREA 5a: RDI: The research and innovation agenda for Forestry	To identify R&I priorities for the Forestry sector	Co-constructed identification of RDI agenda for the sector with a view to greater coordination and collaboration between academia, government and industry	<b>Deliverable 3: RDI priority setting undertaken related to solid wood processing</b>				
			i. Identify and adjudicate new solid wood processing RDI priorities		Year 1- Onwards	DTIC	Processing industry stakeholders, academia and other government stakeholders
			ii. Lobby for RDI funding (see deliverables 6 and 7 under next sub-focus area)		Year 1- Onwards	Project Owner	

			<p><b>Actions for specific processing priorities identified: Greater beneficiation of the tree</b></p> <p>i. Undertake detailed techno-economic research into greater beneficiation of the tree / plantation output with a view of developing a sustainable supply of raw materials to feed new and existing value chains</p> <p>ii. Undertake detailed research into resource-efficient processing of forest based raw materials</p> <p>iii. Deliberate knowledge transfer initiative to industry based on the outcomes of i &amp; ii.</p>		Pending funding and prioritisation	DTIC	
			<p><b>Actions for specific processing priorities identified: Study on the market potential for the commercial viability of the production of engineered wood products in South Africa</b></p> <p>i. Undertake a detailed market study of engineered wood products (OSB, CLT ETC) and product consumption in South Africa and in preferred destination countries and of competitive advantages for export in future.</p> <p>ii. Identify options, develop and structure an industry enabling model that will address the constraints listed.</p> <p>iii. Investigate and propose a model through which BBBEE can be incorporated into the establishment of an engineered wood product industry.</p> <p>iv. Conduct a techno-economic investigation dealing with the manufacturing (from plantation to retailer) and informed by the market study and industry enabling model).</p>		Pending funding and prioritisation	DTIC	
			<p><b>Actions for specific processing priorities identified: Bioenergy and biorefinery project:</b></p> <p>i. Develop a biorefinery roadmap to identify short- and long-term opportunities</p> <p>ii. Undertake a technology economic feasibility study to assess technology readiness; market opportunities etc</p> <p>iii. Implement relevant RDI programmes to respond and capture the identified new market opportunities</p>		Pending funding and prioritisation	DSI	
			<p><b>Actions for specific processing priorities identified: Transformative technologies/new product development</b></p> <p>i. Develop a comprehensive national programme that aims to rebuild a vibrant, future-looking forest sector. Underpinned by forward- thinking, planning and acting innovatively on what can be done with the resource on hand, offering the best way forward in reviving and re-invigorating the forest sector with future applications in mind.</p>		Pending funding and prioritisation	DTIC	
			<p><b>Actions for specific processing priorities identified: FMG Cluster</b></p> <p>i. Undertake advanced research on understanding the genetic regulation of growth and wood formation in plantation forestry with the aim of improving productivity and sustainability, and to develop trees with novel wood properties for bioprocessing and new bio-based materials</p>		Pending funding and prioritisation	DSI	
			<p><b>Deliverable 4: Primary R&amp;D priority setting done through National Research Forum</b></p>				
			<p>i. Identify and adjudicate new RDI priorities</p>	Ongoing	National Research Forum	Primary forestry industry stakeholders, academia and other government stakeholders	
			<p>ii. Lobby for RDI funding (see deliverables 6 and 7 under next sub-focus area)</p>	Year 1- Onwards	Project Owner		
			<p><b>Deliverable 5: Forestry Cluster put in place to address upstream and downstream biorelated RDI activities</b></p>				
			<p>i. Identify and adjudicate bio-related RDI priorities</p>	Year 2- Onwards	DSI-TIA		
<p>ii. Lobby for RDI funding (see deliverables 6 and 7 under next sub-focus area)</p>	Year 2- Onwards	Project Owner					
<p>Focus Area 5a: RDI: Investment into RDI (Public &amp; Private)</p>	<p>To advocate for maintaining existing levels of funding for Forestry RDI as well as increasing funding for the Sector</p>	<p>Current levels of investment in existing RDI initiatives are maintained (as a minimum)</p>	<p><b>Deliverable 6: Advocacy and lobbying for continuation of existing RDI projects coming to an end</b></p>				
			<p><b>Project 1:</b> Funding for the Tree Protection Cooperative Programme at FABI (DEFF portion)(FSA,DEFF and UP)</p> <p>i. Finalise the outstanding MOU (PPGI initiative)</p>	Year 1	DEFF	FSA, University of Pretoria	
			<p><b>Project 2:</b> Sector Innovation Fund (DSI: Sector and Local Innovation)</p> <p><b>Project 3:</b> Forestry Cluster (expansion of current FMG programme)(DSI-TIA)</p> <p><b>Project 4:</b> Biorefinery consortium (DSI Industrial Bioeconomy Directorate)</p> <p>i. In conjunction with the development of the decadal plan, lobby for continued funding</p>	Year 1 - Onwards	DSI (Specific directorates and programmes indicated in brackets)		
			<p><b>Deliverable 7: Advocacy and lobbying for additional investment to national bodies, e.g. National STI plenary (probably only functional in 2021)</b></p>				
			<p>i. Develop business cases/ project proposals that clearly demonstrates the value propositions</p>	Year 2- onwards	[Three research forums through DFFE]		
			<p>ii. Lobby with national bodies such as the proposed STI Plenary for increased investment into RDI</p>	Year 2- onwards	[Three research forums through DFFE]		
			<p><b>Deliverable 8: Continued investigation of [new] RDI funding opportunities</b></p>				
			<p>i. Develop business case for the establishment of a dedicated NRF Research Chair for Timber Research</p>	Year 2			
		<p>New investments in Forestry RDI are secured (ideal)</p>					



			ii. Investigate [new] funding instruments such as matched funding contributions between government, industry and academia		Year 1 - onwards		
			i. Publish revised THRIP guidelines		TBC	DTIC (Minister)	
			ii. Convene a Forestry stakeholder workshop to discuss the revised THRIP guidelines		Within 3 months after guideline has been published	DTIC - Industrial Competitiveness and Growth	
Focus Area 5b: HRD and Skills: Retention of high level managerial and research skills	To retain and expand high-level managerial and research skills for the Forestry sector	i. Scarce skills gaps identified and addressed through critical interventions ii. Increased retention of graduates for the industry, government and academia	<b>Deliverable 1. Skills audit done to determine skills gaps and redundant skills on processing and production forestry</b>				
			i. Convene a meeting to discuss scope and budget for skills audit		Year 1	[FP&M SETA]	Various forestry industry associations, SAFA, CEPPWAWU, SACTWU
			ii. Appoint provider to do skills audit		Year 1	[FP&M SETA]	
			iii. Review and finalise skills audit report		Year 1	[FP&M SETA]	Various forestry industry associations, SAFA, CEPPWAWU, SACTWU
			<b>Deliverable 2. CREST Tracer study done to establish the employment trajectories for Forestry graduates (September 2020- March 2021)</b>				
			i. Conduct Tracer study		Year 1: Sept 2020- March 2021	CREST (Through FSA)	Forestry SA, SAFA, FP&M SETA
			ii. Disseminate findings of tracer study		Year 1: April 2021	Forestry SA	Forestry SA, SAFA, FP&M SETA
			<b>Deliverable 3. Projects and Programmes implemented in response to skills audit and tracer study (including career pathing, training and re-skilling of workers)</b>				
			i. Develop projects and programmes following skills audit and tracer study		Year 2 - onwards	[FP&M SETA]	Various forestry industry associations, SAFA, CEPPWAWU, SACTWU
ii. Secure lead organisation, and budget to implement projects and programmes		Year 2 - onwards	[FP&M SETA]	Various forestry industry associations, SAFA, CEPPWAWU, SACTWU			
Focus Area 5b: HRD and Skills: Land Owners, SMME contractors and small processors	To equip land owners, SMME contracts and small sawmillers with business, managerial and technical skills	i. New (beneficiaries) and existing landowners (community, micro, small growers) equipped with financial, entrepreneurial and technical skills (including fire protection) ii. New (beneficiaries) and existing landowners have access to mentoring support following training  i. SMME contractors equipped with financial and entrepreneurial skills ii. SMME contractors have access to mentoring support following training  i. Small sawmillers equipped with business acumen skills and technical skills ii. Small sawmillers have access to mentoring support following training	<b>Deliverable 4. Skills forum/ committee established to drive the development and delivery of short courses for landowners, SMME contractors and small sawmillers</b>		Year 1 - onwards	DEFF wih [FP&M SETA]	Forestry SA, SSA, SAFA, Forestry universities
			i. Assess availability of current short course offering (including considering work done on National extension services programme and the Forestry Extension services programme)				
			ii. Develop cross-cutting short courses (i.e. financial, technical etc) bearing in mind the needs of the various targets (i.e. different levels of training, language requirements, mode of training)				
			iii. Where existing short courses available: customise for the Forestry sector				
			iv. Conduct a gap analysis in order to prioritise roll out				
			v. Prioritise roll out based on funding availability				
			vi. Accreditation of short courses to be done where required				
			vii. Develop the mentorship programme				
			viii. Appoint service providers both for short courses and mentoring				
			ix. Conduct M&E to improve and refine short courses before bigger roll out				
Focus Area 5b: HRD and Skills: Built environment	To equip 160 architects per annum with skills in the use of wood as a construction material (from 2022)	160 architects capacitated in the use of wood as a construction material per year (from year 2)	<b>Deliverable 5: Built environment professionals capacitated</b>				
			i. Undertake promotional/ marketing activities (to promote website and courses), ii. Conduct 1x Face to face regional workshop		Year 1: July 2020-June 2021	Stellenbosch University	Sawmilling SA
			i. Undertake promotional/ marketing activities (to promote website and courses), ii. Conduct 3 x Face to face regional workshops		Year 1/2: July 2021 - June 2022	Stellenbosch University	Sawmilling SA
			i. Undertake promotional/ marketing activities (to promote website and courses), ii. Conduct 3 x Face to face regional workshops		Year 2/3: July 2022-June 2023	Stellenbosch University	Sawmilling SA
Focus Area 5b: HRD and Skills: DEFF capacity			<b>DEFF capacity building in support of Masterplan projects (actions listed as part of Deliverable 15 - Focus area 1)</b>				
Focus Area 6: Key Inhibitors: Water	To create an enabling environment for the Forestry sector by addressing critical inhibitors related to water, transport and land	Water use licences issued between 1998 and 1 April 2020 are revised to reflect the provisions of the new WUL process	<b>Deliverable 1: Licenses amended that were issued between 1998 and 01 April 2020 (PPGI Initiative)</b>				
			i. Request members from industry organisations (i.e. FSA, PAMSA, SSA etc) to send details of water licenses issued in this period		Year 1: July 2020	Forestry SA	DWS, forestry industry associations
			ii. Compile first batch of WUL for action by DWS (Submit to DWS July 2020)		Year 1: 30 July 2020	Forestry SA	DWS, forestry industry associations
			iii. Amend these WUL (90 days after submission)		Year 1: 31 Oct 2020	DWS	
Focus Area 6: Key Inhibitors: Genus Exchange		Genus Exchange Regulations permit a 1:1 exchange when converting from one genus to another (specifically to Eucalyptus on forest land)	<b>Deliverable 2: Genus Exchange regulations resolved (this also applies to the definition of existing lawful water) (PPGI initiative)</b>				
			i. Once legal dispute and Genus Exchange issues (and definition of lawful water use) are resolved, set the process in place to regularise plantations (pending court case)		Year 1	ForestrySA, DWS	
Focus Area 6: Key Inhibitors: Diesel refund		Agreement reached that forestry activities will not be excluded from	<b>Deliverable 3: Response obtained on diesel refund (PPGI Initiative)</b>				

	the Diesel refund system	i. Obtain response from SARS on the Diesel Refund submission		Year 1	ForestrySA	SARS	
Focus Area 6: Key Inhibitors: Ports	Reduced risk of product (chip) contamination at Richards Bay port due to multiple users of the conveyor systems	<b>Deliverable 4: Continued monitoring of the performance of the conveyor system through (existing) quarterly industry forums</b>		Year 1 - onwards	Transnet Freight - DBT Technical Manager	Relevant forestry companies	
		i. Convene quarterly forums where performance of conveyor system are discussed					
	TNPA and TPT have improved turnaround times for loading ships	<b>Deliverable 5: Productivity tariff implemented from April 2020 whereby performance of port is linked to the tariff</b>		Year 1 - onwards	Transnet Freight - Operations Manager	Relevant forestry companies	
	Lower loading costs negotiated for vessel loading function	<b>Deliverable 6: Terminal Tariff cost issues addressed</b>					
		i. Undertake benchmarking of global costs drawing on the study from KZN		Year 1: 30 Sept 2020	Forestry SA Transport Committee		
		ii. Conduct new benchmarking exercise of global costs		Year 2: 31 Dec 2021	Forestry SA Transport Committee		
		iii. Undertake negotiations to discuss globally competitive rates		Year 2: 31 Dec 2021	Forestry SA Transport Committee	Transnet Freight	
		iv. Reach agreement on negotiated costs		Year 2: 31 Dec 2021	Forestry SA Transport Committee	Transnet Freight	
Focus Area 6: Key Inhibitors: Road and Rail	Greater strategic alignment between Industry and Transnet Freight, as well as active resolution of rail related issues through the one stop shop.	<b>Deliverable 7a. Consolidate industry rail issues for escalation to Transnet Freight</b>		Year 1 - onwards	Forestry SA Transport Committee	Industry, PAMSA	
		<b>Deliverable 7b. Set up One Stop Shop at Transnet to enable strategic alignment between government &amp; industry on rail issues</b>					
		i. Obtain approval from Transnet CEO to establish the One Stop Shop		31 July 2020	Transnet Freight		
		ii. More actions to be developed following approval					
PBS Integrated into the National Transport framework	<b>Deliverable 8: Integration of PBS into National Transport Framework</b>						
	i. Submit proposal to National Department of Transport around the inclusion of PBS into the National Transport framework		Already submitted	Forestry SA	Department of Transport		
	ii. Track acceptance and incorporation into legislation (31 July 2020 - 31 December 2021)		Year 1/2: 31 July 2020-31 Dec 2021	Forestry SA	Department of Transport		
Focus Area 6: Key Inhibitors: Environmental Impact Assessments (EIAs)	EIA processes are optimised to ensure a simpler and quicker EIA process. This includes: i. A strategic environmental assessment is commissioned by DEFF to cover community land identified for afforestation in the E Cape ii. The screening and scoping components are optimised for rural community forestry land use iii. Finalising outstanding EIAs of communally owned land	<b>Deliverable 9a. Existing outstanding EIAs finalised</b>					
		i. Bundle and action outstanding EIA's		Year 1	DEFF - Environmental Branch		
		<b>Deliverable 9b. Alternative/streamlined processes developed to make the system more effective for small growers and communities</b>					
		i. Review EIA process to identify areas where streamlining can take place according to the scale of operations and the proposed land use.		Year 1	DEFF - Environmental Branch		
		ii. Review existing SEA carried out in 2005 in the Eastern Cape for new afforestation to determine whether it needs to be updated, including area zoned for afforestation		Year 1	DEFF - Forestry Branch		
		iii. Establish a forum (use SFRA if appropriate) between DEFF and DWS to expedite EIA and WUL applications to ensure afforestation goals are met as per PPGI		Year 1	DEFF	DWS	
	iv. Document the various EIA options and support provided by Environmental directorate to ensure optimal EIA options and timelines		Year 2	DEFF - Forestry Branch	DEFF - Environmental Branch		