

M&E PLAN	
Notes to M&E plan	Year 1 Oct 2020- Sept 2021
	Year 2 Oct 2021- Sept 2022
	Year 3 Oct 2022- Sept 2023
<p>1. Targets in most instances linked to a due date, but where possible specific targets have been proposed.</p> <p>2. The high level actions have been hidden but is still available to view by un hiding the rows under the deliverables</p> <p>3. Where the numeric value for an output or outcome is not available, 'xx' is used. The use of xx constitute a placeholder for targets to be set, which depends on budget availability for that specific output or outcome</p> <p>4. Italics indicate documentary evidence which is due by a certain date (i.e. once off measurement). Recurring indicators have been indicated in light grey - the recurring indicators will need to be tracked continuously and will require for data systems to be put in place</p> <p>5. Annexure B of the Masterplan contains a narrative of the M&E plan</p> <p>6. The lead organisation is responsible for ensuring new data is collected. It does not mean the lead organisation does all the work; instead the lead organisation will work with the relevant organisations to put the necessary systems and processes in place. In case of existing data: the lead organisation will liaise with the relevant organisations to obtain the required data</p>	

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

Goal statement indicators (Key Performance Indicators)

Note: green shaded cells show additional indicators following WG inputs

Indicator	Baseline, target and calculation	Organisation responsible for collecting/ sourcing the data	Data notes
Investment & Jobs	<p>Indicator 1: Rand value of investment</p> <p>Target: R24, 86 billion + potential for another R14 billion Already invested: R8, 394 billion Remaining target: R16,5 billion as a minimum, R30 billion if R14 bn added</p>	FSA + DEFF	<p>Breakdown: Sappi + Mondi (R15,7bn +potential for further R14 bn) - R88,4 bn already invested Sawmilling: R6, 14 bn York Timber: R1,62 bn New Afforestation: R1,5 bn</p>
Investment & Jobs	<p>Indicator 2: Jobs created</p> <p>PPGI target: 100,549</p>	FSA + DEFF	<p>Breakdown of jobs: New Afforestation: 60,265 Recapitalisation of state-owned plantations: 22, 610 Pulp, paper & bio-refinery: 10,394 Re-establishment of areas lost to fires, pests & diseases: 7,480</p> <p>Ideally contracted service provider to disaggregate jobs data across value chain (primary separately from processing etc) and primary divided between plantation management (nurseries, establishment, silviculture, protection) and forest engineering (harvesting, roads and timber transport)</p>
Competitiveness	<p>Indicator 3a: Total Cost of Pine sawlog per metre cube (at point of delivery): <i>primary</i></p> <p>2019 Baseline: Pine sawlog delivered costs: R821/m³ Target: price per /m³ does not exceed inflation (CPI)</p>	SawmillingSA to provide the data to DFFE - Crickmay currently contracted to collect the data	Pine sawlog selected as other commodities do not have industry accepted benchmarks
	<p>Indicator 3b: Total Cost of production incl log cost, excl admin & overheads (cost per metre cube): <i>processing</i></p> <p>2019 Baseline Average for Structural Mills: 2,946 Average for non-structural mills: 2,512; Target for structural and non-structural: decrease by [5%] over 5 years (in real terms)</p>	SawmillingSA to provide the data to DFFE - Crickmay currently contracted to collect the data	
	<p>Indicator 4: Timber yield (Volume of roundwood produced per hectare) - broken down for genuses: wattle, eucalyptus, pine</p> <p>2019 Baseline: 13,8 tons per planted hectare overall. Baseline to be established for different genuses and targets set accordingly Target: [x] increase in tons per planted hectare for various genuses</p>	DEFF (through contracted service provider)	<p>Contracted service provider to collect the required data as follows: Eucalyptus: pulpwood/chips, sawtimber, poles, other Pine - pulpwood, sawtimber, board, poles, other Wattle - pulpwood/chips, other Other - specify</p> <p>Note: this indicator covers a 10 year period as New Afforestation will initially lead to a decrease in yield</p>
	<p>Indicator 5: Recovery rate (Gate to gate recovery - Processing)</p> <p>2019 Baseline Average for Structural Mills: 48,8% Average for non-structural mills: 43,0% Target for structural and non-structural mills: increase by 2% over 5 years</p>	SawmillingSA to provide the data to DFFE - Crickmay currently contracted to collect the data	
	<p>Indicator 6: Average transport cost as percentage of total cost of production (disaggregated for sub sectors, specifically paper manufacturers)</p> <p>2019 Baseline: to be established Target: Cost escalation does not exceed CPI An average transport cost per ton per kilometre for both road and rail from transporters in sugar cane and forestry (which covers the paper manufacturers). Express this average cost as a percentage of the total cost of production</p>		This data is not collected currently. Processes will need to be put in place to obtain this information
Inclusivity	<p>Indicator 7a: % of commercial forestry planted area in production by black owned growers</p> <p>This indicator measures ownership of biological assets (trees) as opposed to land</p> <p>2019 Baseline: 4% Target: 15% by 2026</p> <p>Calculation: Of the total commercial forestry planted area (i.e. trees / biological assets) what percentage is in production by black owned timber growers (black owned timber growers means 51% or more black ownership)</p>	DEFF (through contracted service provider)	To be added to contracted service provider ToR
	<p>Indicator 7b: % of total land area that is used for commercial forestry plantations that are majority black owned</p> <p>This indicator measures ownership of the land asset as opposed to the tree asset</p> <p>Baseline: To be confirmed ICFR Target: 50% by 2026 (assuming all land claims are resolved). Revisit target following baseline collection</p> <p>Calculation: Of the total land under commercial forestry production, what % is majority black owned (black owned = 51% or more)</p>	DEFF (through contracted service provider)	To be added to contracted service provider ToR
	<p>Indicator 8a: % growth in the share of Preferential Procurement from small, medium and micro enterprises (SMPs) that are part of the forestry sector value chain (Disaggregate for primary and processing)</p> <p>2019/20 Baseline All: Baseline on charter score weighting Target All: Target set once baseline collected</p>	Charter Council	New data to be collected by - there is already a target in the codes. Can dissect this data further Reporting companies will provide a specific reference to only engaging with companies that meet the minimum wage and other stipulated work agreements as well as identify emerging companies on the probation period (Sub focus area 6: Decent work)
	<p>Indicator 8b: % growth in the share of Preferential Procurement from majority black owned SMEs that are part of the forestry sector value chain (Disaggregate for primary and processing, as well as women ownership)</p> <p>2019/20 Baseline Black owned: 78,3% Target Black owned: [95 - 98%]</p>	Charter Council	The scorecard allows entities to procure from a wide range of suppliers despite their levels. DSE, EMEs, majority black owned or even 30% of more black owned women entities. Can determine who beneficiaries are and check points on scorecard Reporting companies will provide a specific reference to only engaging with companies that meet the minimum wage and other stipulated work agreements as well as identify emerging companies on the probation period (Sub focus area 6: Decent work)
	<p>Indicator 9: % of pole plants, board mills, sawmills and pulp & paper mills that are majority black owned</p> <p>2019/20 Baseline to be established Target to be set following baseline data collection</p>	Charter Council	New data to be collected by Charter Council

Focus area	Objective statements	Deliverable statements	Detailed Deliverables/Outputs	Output Indicators/ Documentary evidence (indicated in Italics)	Targets	Organisation responsible for submitting evidence	Success statements	Outcome indicators/ Documentary evidence (indicated in Italics)	Target	Organisation responsible for outcome data
FOCUS AREA 1: Expanded Forestry Resource: New Afforestation	To establish 151 000 ha of productive new plantations in Eastern Cape, Limpopo, Mpumalanga and KwaZulu Natal by 2026 - Limpopo: 6 000 ha - Mpumalanga: 6 000 ha - KZN: 33 000 ha - Eastern Cape: 100 000	Deliverable 1: Parcels of land prioritised in terms of readiness to bring into production	i. Document containing prioritisation of land	<i>i. Document containing prioritisation of land</i>	By Sept 2021	DEFF	Productive new plantations, with greater inclusivity are established in the Eastern Cape and KwaZulu Natal	i. Number of hectares of new plantations established	Year 2: 30 200 ha (20%) Year 3: 30 200 ha (20%) Year 4: 30 200 ha (20%) Year 5: 60 400 ha (40%)	DEFF
		Deliverable 2: Business models agreed by communities most suited to plantation development	i. Document containing agreed business models	<i>i. Document containing agreed business models</i>	By Sept 2021	DEFF		ii. Annual yields per hectare (MAI) from the various grower categories	To be determined once baseline data is collected	
		Deliverable 3: Funding secured for project development and project implementation (see focus area 2, Deliverable 4, blended finance instrument)	i. Funding/ investment secured for project development and project implementation	<i>i. Rand Value of Investment/funding secured for project development and project implementation</i>	Project implementation : Year 2 - 4: R966 million per annum (@R32000 per ha) Year 5: R1,93 billion (@R32 000 ha) Project development: (an additional 5% of project value) Year 2 - 4: R48,3 million per annum Year 5: R96 million	DEFF				
		Deliverable 4: All authorisations in place (e.g. WUL and EIAs)	i. Outstanding new afforestation related EIAs finalised ii. Outstanding new afforestation WUL finalised	<i>i. Percentage of new afforestation related EIAs finalised</i> <i>ii. Percentage of new afforestation related WUL finalised</i>	100% by Sept 2021 100% by Sept 2021	DEFF DWS				

		Terms of Reference developed	ii. Terms of reference of advisory body	ii. Terms of reference of advisory body	ii. By Sept 2021	National Fire Advisory Forum through DEFF	Protection Advisory body				
		Deliverable 12: A weather data and national Fire Danger Rating programme implemented	i. Weather data and national Fire danger rating programme specifications/ proposal ii. Funding secured for programme iii. Manual of programme	i. Weather data and national Fire danger rating programme specifications/ proposal ii. Rand Value of funding secured for programme iii. Manual of programme	i. By Sept 2021 ii. By Sept 2021 iii. By Sept 2022	National Fire Advisory Forum through DEFF National Fire Advisory Forum through DEFF National Fire Advisory Forum through DEFF	Improved access to weather data (Assume online)	i. User statistics: i. Total unique visitors to digital platform (disaggregated for stakeholders vs public) ii. Total repeat visitors to digital platform iii. Frequently visited pages iv. Time spent on digital platform v. Number of contributions made by public (reporting fires etc)	To be determined once baseline data is collected	DEFF	
		Deliverable 13: A centralised national fire database to better manage fire outbreaks developed and maintained	i. Centralised national fire database specifications/ proposal ii. Funding secured for database iii. Manual of database/ programme	i. Centralised national fire database specifications/ proposal ii. Rand Value of funding secured for database iii. Manual of database/ programme	i. By Sept 2021 ii. By Sept 2021 iii. By Sept 2022	National Fire Advisory Forum through DEFF National Fire Advisory Forum through DEFF 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 iii. Reduce losses due to fire (Assume online resource)	User statistics: i. Total unique visitors to digital database (disaggregated for stakeholders vs public) ii. Total repeat visitors to digital database iii. Frequently visited pages iv. Time spent on digital database v. Number of contributions made by public (reporting fires etc) vi. Percentage losses of annual production to fire	To be determined once baseline data is collected	DEFF	Challenging to set target as highly dependent on external factors (climate change). Aim for at least a decrease
FOCUS AREA 1: COVID Response - short term	To increase social employment	Deliverable 14: Joint proposal developed containing delivery ready projects (potential projects: Legacy Project, Waste project, Agroforestry and Afforestation)	i. Joint proposal	i. Joint proposal	i. Immediate action	DEFF, FSA, PAMSA, IDC	Job creation	i. Number of jobs created	Targets to be extracted from proposal	DEFF, FSA, PAMSA, IDC	
FOCUS AREA 1: COVID Response - short to medium term	To improve food security of community growers [No target - establish baseline] Existing index was developed by ARC measuring six dimensions: (1) Availability (Sufficient) (2) Accessibility (Physical, Social & Economic Access) (3) Utilisation (Dietary Needs, Safe & Nutritious) (4) Stability (Short Term) (5) Sustainability (Environmental, Social & Economic) (6) Agency (People & Food Preferences)	Deliverable 15: Implementation / wider adoption of Agroforestry	i. Guideline document/ information pack on Agroforestry ii. xx small growers/ community growers supported with training iii. xx small growers/ community growers receiving agroforestry extension services	i. Guideline document/ information pack on Agroforestry ii. Number of small growers/ community growers supported with training iii. Number of small growers/ community growers receiving agroforestry extension services	i. By Sept 2021 ii. From Oct 2021 onwards iii. From Oct 2021 onwards	DEFF DEFF DEFF	Wider adoption of agroforestry by small growers/ community growers	i. Number/ Percentage of small growers/ community growers adopting multi-cropping on their plantations	To be determined once baseline data is collected	DEFF	
FOCUS AREA 2: Transformation: Land claims & post settlement support	i. To increase community ownership and economic benefits related to plantation activities ii. To expand community and black business opportunities with improved commercial viability	Deliverable 1: Land claims expedited (particularly those close to finalisation)	i. List of land claims close to finalisation ii. Quarterly forums convened	i. List of land claims close to finalisation ii. Number of forums convened	i. By Sept 2021 ii. 4 x forums per annum	DEFF/ FSA DALRRD (LCC)	i. Outstanding land claims finalised within agreed timeframes ii. A post-settlement support package is in place	i. Percentage of outstanding land claims finalised within the agreed timeframes ii. Hectares of outstanding land claims finalised iii. Number of growers receiving post settlement support via the support package	Refer to target under Focus area 1, deliverable 12	DALRRD (LCC)	
		Deliverable 2: Enable plantation development while land claims are in process	i. Signed lease agreements (while land claims process is finalised)	i. Number of signed lease agreements	By Sept 2022	DEFF/ DALRRD (LCC)			To be determined once baseline data is collected	DEFF	
		Deliverable 3: Provision of Post-settlement support	i. Signed MOU between DEFF and DALRRD ii. Post settlement support package included in DEFF budget	i. Signed MOU between DEFF and DALRRD ii. Rand value of post settlement support package	i. By Sept 2021 ii. By Sept 2021	DEFF DEFF					
FOCUS AREA 2: Transformation: Blended Finance Instrument		Deliverable 4: A blended finance instrument instituted	i. Blended finance proposal ii. Funding secured	i. Blended finance proposal ii. Rand value of funding secured	By Sept 2021 Oct 2021 onwards: R2 billion secured over a 5 year period Project Development cost: R100 million over 5 years	DEFF/ FSA Depending on proposal	A blended finance instrument accessed by Forestry Sector	i. Percentage of finance disbursed	To be determined once baseline data is collected	DEFF	
		Deliverable 5: Funding information resource developed that include grant and soft funding schemes	i. Information resource on grant and soft funding schemes	i. Information resource on grant and soft funding schemes	By Sept 2021	DEFF					
FOCUS AREA 2: Transformation: Community and small enterprise advisory support		Deliverable 6: Business related advisory support programmes established for forestry sector enterprises across the value chain	i. List of relevant business and advisory support programmes ii. Communication material on accessing support	i. List of relevant business and advisory support programmes ii. Communication material on accessing support	i. By Sept 2021 ii. By Sept 2022	DEFF DEFF/ DTIC	Advisory support programmes are available to community-based and small enterprises across the value chain (excluding extension services dealt with in Focus Area 1)	i. Number of community growers receiving business and advisory support ii. Number of SMEs receiving business and advisory support (disaggregated for value chain)	To be determined once baseline data is collected	DEFF	
		Deliverable 7: Governance related advisory support established for communities (where this is not part of the PRA process cited in Focus Area 1)	i. Community governance toolkit ii. Expert panel appointment letters	i. Community governance toolkit ii. Expert panel appointment letters	i. By Sept 2021 ii. By Sept 2022	DEFF DEFF					
FOCUS AREA 2: Transformation: Small grower certification		Deliverable 8: Small growers supported with the process to achieve forest management certification	i. xx Small growers supported by industry partners to achieve forest management certification ii. xx Small growers supported by DEFF to achieve forest management certification	i. Number of small growers supported by industry partners to achieve forest management certification ii. Number of small growers supported by DEFF to achieve forest management certification	i. Completed by Sept 2022 [100%] ii. Completed by Sept 2023 [100%]	DEFF/ FSA DEFF	Increased certification of small-scale timber growers to ensure market access and premium prices for timber products	i. Number of growers certified in FSC group schemes ii. Number of hectares certified in FSC group schemes	To be determined once baseline data is collected	DEFF & FSA	
FOCUS AREA 3: Processing: Promotion of timber in construction	To improve the uptake/ use of timber in the built environment [Pending ITC data, this objective can be made more specific]	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)	i. Implementation plan for timber in built environment ii. Education and awareness communication materials iii. xx businesses producing engineered timber iv. xx new sawmill products developed v. Training materials for various built environment professionals vi. List of research priorities for engineered timber	i. Implementation plan for timber in built environment ii. Education and awareness communication materials iii. Number of new businesses producing engineered timber iv. Number of new sawmill products developed v. Training materials for various built environment professionals vi. List of research priorities for engineered timber	i. By Sept 2021 ii. By Sept 2022 (and ongoing) iii. From Oct 2020 and ongoing iv. From Oct 2020 and ongoing v. From Oct 2020 and ongoing vi. From Oct 2020 and ongoing	DTIC, SSA DTIC, SSA DTIC SSA DTIC, SSA DTIC	Increased use of timber and engineered timber products in the South African Built Environment	i. Volume of timber used in the Built environment - disaggregate for product suites, i.e. structural timber, engineered wood products, appearance wood products	Set target based on baseline value (distinguish between the different product suites)	[ITC]	
		Deliverable 2: Designation of Timber for construction and Timber for Housing	i. Document stipulating the use of timber in the built environment ii. Updated standards for timber construction iii. xx Tenders specifying the use of timber	i. Document stipulating the use of timber in the built environment ii. Updated standards for timber construction iii. Percentage of DHS and DPW tenders issued that specify the use of timber	i. By September 2022 ii. By September 2022 iii. From Year 2 ongoing	DTIC with National Treasury DTIC DTIC	Increased use of timber and engineered timber products in the government and state-owned entities	i. Volume of timber used in government buildings and low cost housing development - disaggregate for product suites, i.e. structural timber, engineered wood products, appearance wood products	Set target based on baseline value (distinguish between the different product suites)	[ITC]	
FOCUS AREA 3: Processing: State primary resource	To lengthen the sawlog contracts from state plantations so that 50% of the volume is supplied by long term contracts	Deliverable 3: Procurement processes of state primary resources changed to allow longer supply-side contracts	i. Treasury circular reflecting change to supply-side contracts	i. Treasury circular reflecting change to supply-side contracts	i. By September 2021	DPE	Supply side contracts are lengthened which support raw material security to primary processors	i. Volume supplied on a longer term contract	[Safcol: 50% of their volume will go towards longer term contracts]	DPE	
FOCUS AREA 3: Processing: Funding/ Industrial Financing/ Recapitalisation	To improve access to industrial funding to drive competitiveness through modernisation of processing	Deliverable 4: Enabling better uptake of Government incentives	i. Review/ Evaluation report of BEE requirements ii. xx beneficiaries receiving administrative and business planning support	i. Review of BEE requirements ii. Number of beneficiaries receiving administrative and business planning support	i. By September 2021 ii. From October 2020 onwards	DTIC DTIC, DSBD, SEDA	Increased uptake of the APSS which funds the recapitalisation of machinery up to 30% grant.	i. Percentage of APSS funds disbursed (disaggregated according to size of business and value chain) ii. Percentage of successful applicants (disaggregated according to size of business and value chain)	To be determined once baseline data is collected	DTIC	
FOCUS AREA 3: Processing: Utility poles	South African pole producers to supply 200 000 poles to the African pole markets per annum	Deliverable 5: Trade support provided to enable access specific African markets	i. xx Trade missions organised ii. xx companies participate in trade missions iii. Meetings with DFI funders regarding Africa utility programmes (e.g. World bank) or xx funders engaged iv. Trade protocol developed	i. Number of trade missions organised ii. Number of companies participating in trade missions iii. Number of meetings with DFI funders or number of funders engaged iv. Trade protocol developed	i. From Oct 2020 onwards ii. From Oct 2020 onwards iii. By Sept 2021 iv. By Sept 2022	SAUPA, DTIC SAUPA, DTIC SAUPA, DTIC DTIC	Utility pole producers are able to respond to export opportunities in Africa due to barriers being removed	Number of poles exported to African markets	[Africa consumption: 1 million poles of which 20% pa is targeted by local pole producers]	SAUPA	
FOCUS AREA 3: Processing: Forestry regional integration	To increase investment in African countries	Deliverable 6: Promote Investment in specific African markets (New "deliverable")	i. Forestry related strategies developed (between South Africa and Mozambique) related to economic development, industrial and trade co-operation between South Africa and Mozambique ii. Revised bilateral agreements (to contain Forestry sector information) iii. Meetings with funders or xx funders engaged	i. Forestry related strategies between South Africa and Mozambique ii. Number of bilateral agreements revised (to reflect Forestry details) iii. Number of meetings with funders or number of funders engaged	i. From Oct 2021 ii. From Oct 2021 iii. By Sept 2022	DTIC DTIC DTIC, IDC	Greater investment into African Markets	Rand Value of investment in Africa	To be determined once baseline data is collected	DTIC	
FOCUS AREA 3: Processing: Sawmilling modernisation	To improve sawmilling recovery rate (in support of competitiveness)- baseline to be established through the benchmarking study	Deliverable 7: Study undertaken to inform next steps for the modernisation of timber processing	i. Techno-economic benchmarking study/ report ii. Investment Roadshow iii. Modernisation conference/ exhibition	i. Techno-economic benchmarking study/ report ii. Number of sawmills visited / participating in roadshow iii. Number of companies participating in conference	i. By Sept 2021 ii. From Oct 2021 onwards iii. From Oct 2021 onwards	SSA DTIC DTIC, SSA	Increased adoption of modern technologies in South African Sawmills to improve recovery	Number of sawmills upgrading their sawmills to modern technology	To be determined once baseline data is collected	SSA	

FOCUS AREA 3: Processing: Pulp & Paper Legislation	To remove the prohibitive wastepaper regulations in the National Environmental Waste Act 59 of 2008	Deliverable 8: Wastepaper exclusions/ solutions developed and submitted	ii. Wastepaper exclusion submission	ii. Wastepaper exclusion submission	ii. By Sept 2021	PAMSA	Wastepaper excluded in the regulations regarding the control of the import or export of waste (National Environmental Management Waste Act 59, 2008)	Evidence of regulations reflecting the exclusion of wastepaper (Yes/No)	By Sept 2021	PAMSA
FOCUS AREA 3: Processing: Pulp & paper localisation including biotechnology applications	To improve further local beneficiation of timber through biotechnology applications	Deliverable 9: Local production of biotechnology applications to supply the local industries like the pharmaceutical industry in the wake of COVID (new deliverable - links to RDI priorities)	i. Techno-economic benchmarking study/ report ii. Business plan(s)	i. Techno-economic benchmarking study/ report ii. Business plan(s)	i. By Sept 2021 ii. From Oct 2021 onwards	CSIR	Biotechnology applications to supply local industries.	Number of local businesses supplying local industry with biotechnology applications	To be determined once baseline data is collected	CSIR
FOCUS AREA 3: Processing: Board manufacturing	To reduce the volume of non compliant board products being imported into the country [Targets can be set once a baseline is developed]	Deliverable 10: Enforce compliance and apply standards on imported Board products	i. Compulsory standards for imported board products ii. xx Trained SARS customs staff on proper declaration process	i. Compulsory standards for imported board products ii. Number of SARS staff trained on declaration process	i. From Sept 2020 [DATE TBC]	DTIC [SARS]	Local market specifications are enforced on imported board products	Volume of non-compliant board products being imported	To be determined once baseline data is collected	DTIC / [NRCS, ITAC]
FOCUS AREA 4: Plantation Theft	To reduce timber losses as a result of illegal timber and theft related activities from 0.42% to 0.2% by 2026 [Baseline: 2018: private only 10083 tons stolen which translates into a 0.07% loss (4.4 million tons produced) with DEFF included: 0.23% loss] Equipment cost = R3 million Estimated that more realistically 60 000 tons is being lost: 0.42% of annual harvest	Deliverable 1: Establishment of a Commercial Forestry Crime Unit	i. Business case developed ii. Staff appointed in Commercial Forestry Crime Unit iii. Staff trained on criminal activities in Forestry sector iv. Dedicated prosecutors appointed for Commercial Forestry Crime Unit v. Prosecutors trained on criminal activities in Forestry sector	i. Business case developed ii. Number of staff appointed in Commercial Forestry Crime Units iii. Number of staff trained on criminal activities in Forestry sector iv. Dedicated prosecutors appointed for Commercial Forestry Crime Unit v. Number of prosecutors trained on criminal activities in Forestry sector	i. July 2020 ii. By Sept 2022 iii. By Sept 2022 iv. By Sept 2023 v. By Sept 2023	FSA [SAPS] FSA [Dept of Justice] [Dept of Justice]	SAPS agrees to establish a specialised forestry crime unit as a Commercial Crimes initiative	Approved budget for the establishment of a specialised forestry crime unit	Required budget is made available to establish unit	SAPS
		Deliverable 2: Recruitment, training and appointment of Forest Officers	i. xx Forestry companies and DEFF committing funding for FD training and appointment of FOs ii. xx Forestry Officers appointed iii. xx Forestry Officers trained	i. Number of Forestry companies and DEFF committing funding for FD training and appointment of FOs ii. Number of Forestry Officers appointed iii. Number of Forestry Officers trained	i. By Sept 2021 ii. By Sept 2022 iii. By Sept 2022	[FSA and DEFF] [FSA and DEFF] [FSA and DEFF]	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	i. Number of Forestry -theft/ criminal cases reported to SAPS ii. Number of cases opened at SAPS iii. Number of perpetrators going to trial iv. Number of convictions/ Conviction rate	Target setting can be done on basis of recent survey Target setting can be done on basis of recent survey Target setting can be done on basis of recent survey	FSA DEFF
		Deliverable 3: Utilisation of Prov Joints)SAPS meetings to escalate forestry sector crime/ criminal activities	i. Prov Joint minutes of meetings reflecting Forestry criminal activities ii. Attendance registers of Prov Joint meetings	i. Prov Joint minutes of meetings reflecting Forestry criminal activities ii. Attendance registers of Prov Joint meetings	i. From Sept 2020 onwards i. From Sept 2020 onwards	DEFF DEFF		v. Percentage of forestry-related theft/ criminal issues raised at Prov Joints escalated for action	Target setting can be done on basis of recent survey	DEFF
		Deliverable 4: Forestry sector crime data systems implemented	i. Annual Forestry theft/ crime report	i. Annual Forestry theft/ crime report	i. By Sept 2021 - annually going forward	FSA	Availability of timeous, accurate theft related data, used to address crime/ criminal activities	i. Number of forestry companies recording theft data (for input into theft report) ii. Number of small growers recording theft data (for input via Small grower association) iii. Percentage of timber losses	To be determined once baseline data is collected To be determined once baseline data is collected Might opt to aim for a decrease instead of setting a specific target	FSA FSA FSA
FOCUS AREA 4: Illegal Markets		Deliverable 5: A Log Transport Permit System established (to allow policing by SAPS of timber being transported)	i. Log transport permit study report ii. Report on endorsement of the permit system by industry iii. Compliance review (to ascertain adoption of permit system)	i. Log transport permit study report ii. Report on endorsement of the permit system by industry iii. Compliance review (to ascertain adoption of permit system)	i. 31 March 2021 ii. From April 2021 onwards [iii. By Oct 2021]	FSA FSA FSA	Industry-wide traceability (Origin) of timber instituted to curb sale of stolen timber	i. Percentage of RTMS accredited transporters/ timber haulers making using of system	To be determined once baseline data is collected	FSA
		Deliverable 6: Timber theft self-regulation instituted (RTMS accreditation)	i. Timber theft proposal ii. Amended timber theft proposal (which includes company inputs) iii. Peer review mechanism report iv. xx Companies put in place self regulation/ peer review mechanism	i. Timber theft proposal ii. Amended timber theft proposal (which includes company inputs) iii. Peer review mechanism report iv. Number of companies putting in place the self regulation/ peer review mechanism	i. 30 Sept 2020 ii. 31 Oct 2020 iii. 31 Dec 2021 iv. From 31 Dec 2021 onwards	FSA - Transport committee FSA - Transport committee FSA FSA				
FOCUS AREA 4: Illegal activities in the pole market		Deliverable 7: Wording of the NRCS regulations amended	i. Amended NRCS regulations	i. Amended NRCS regulations	i. By Sept 2021	[NRCS]	Coordinated enforcement, and compliance to VC3092 in respect of illegal timber treatment	i. Number of NRCS officers to enforce compliance in hotspot areas ii. Number of hotspot areas where DEFF facilities are made available to store confiscated illegally treated timber iii. Number of hotspot areas with necessary equipment in place to confiscate illegally treated timber: at a minimum - a vehicle, trailer and shredder iv. Volume of confiscated poles v. Number of cases logged SAPS/ Value of fines issued	To be determined once baseline data is collected To be determined once baseline data is collected To be determined once baseline data is collected To be determined once baseline data is collected To be determined once baseline data is collected	NRCS DEFF DEFF/ NRCS NRCS NRCS
		Deliverable 8: Multi-stakeholder task team established that addresses the various compliance and enforcement challenges	ii. Standard Operating procedure developed to respond to illegal activities iii. Awareness raising material iv. Minutes of task team containing decisions on resource constraints - including human resources, access to DEFF facilities, equipment and vehicles	ii. Standard Operating procedure developed to respond to illegal activities iii. Awareness raising material iv. Minutes of task team containing decisions on resource constraints - including human resources, access to DEFF facilities, equipment and vehicles	ii. By Sept 2021 iii. From Oct 2021 onwards iv. From Oct 2021 onwards	DEFF, NRCS DEFF, NRCS DEFF, NRCS				
FOCUS AREA 5a: RDI Management capabilities and infrastructure	To strengthen RDI capabilities and increase RDI financial resources in key government departments	Deliverable 1: Government RDI Capacity strengthened and RDI included in budgets	i. RDI provisioned for in government budgets ii. Partnership agreements with forestry related research organisations/ stakeholders	i. Rand value of RDI in government budget ii. Partnership agreements with forestry related research organisations/ stakeholders	i. By Sept 2021 (and ongoing) ii. By Sept 2022 (and ongoing)	DTIC, DSI, DEFF DEFF	Govt funding secured for RDI	Rand value of approved RDI budgets from DEFF, DSI and DTI	See minimum RDI targets below	DEFF, DSI, DTI
FOCUS AREA 5a: RDI: The state of RDI in forestry in SA	To conduct an in depth study of the strengths and weaknesses of RDI in the forestry sector	Deliverable 2: Joint study undertaken on state of RDI in Forestry	i. RDI status report	i. RDI status report	By March 2021	CREST through FSA	Evidence-based understanding of the strengths, weaknesses and opportunities of Forestry RDI	Strengths and weaknesses listed in the Report	By March 2021	FSA
FOCUS AREA 5a: RDI: The research and innovation agenda for Forestry	To identify RDI priorities for the Forestry sector	Deliverable 3: RDI priority setting undertaken related to solid wood processing	i. Forum meeting minutes containing decisions on RDI priorities & projects for which funding must be acquired	i. Forum meeting minutes containing decisions on RDI priorities & projects for which funding must be acquired	Continuous - start Sept 2020	DTIC				
		Deliverable 4: Primary R&D priority setting done through National Research Forum	i. Forum meeting minutes containing decisions on RDI priorities & projects for which funding must be acquired	i. Forum meeting minutes containing decisions on RDI priorities & projects for which funding must be acquired	Continuous - start Sept 2020	National Research Forum through DEFF	Co-constructed identification of RDI agenda for the sector with a view to greater coordination and collaboration between academia, government and industry	List of collaborative projects between academia, government and industry	Continuous - start Sept 2020	DTIC, DSI, DEFF (on behalf of three RDI forums)
		Deliverable 5: Forestry Cluster put in place to address upstream and downstream biorelated RDI activities	i. Forestry cluster meetings containing decisions on RDI priorities & projects for which funding must be acquired	i. Forestry cluster meetings containing decisions on RDI priorities & projects for which funding must be acquired	Continuous - start Sept 2020	DSI				
Focus Area 5a: RDI: Investment into RDI (Public & Private)	To advocate for maintaining existing levels of funding for Forestry RDI as well as increasing funding for the Sector	Deliverable 6: Advocacy and lobbying for continuation of existing RDI projects coming to an end	i. Tree Protection programme: Signed MOU (FSA/DEFF/UP) ii. DSI Instruments/ programmes: Internal funding submissions	i. Tree Protection programme: Signed MOU (FSA/DEFF/UP) ii. DSI Instruments/ programmes: Internal funding submissions	i. Overdue: urgent to finalise as soon as possible ii. From July 2020 onwards	DEFF DSI	Current levels of investment in existing RDI initiatives are maintained (as a minimum)	Number of existing RDI projects for which current or minimum level of funding are maintained	At a minimum aim to maintain the following (based roughly on annual funding past 3 years): DEFF MOU: R9 million per annum SIF: R8 million per annum FMG: R5 million per annum Bio refinery: R6 million per annum	DEFF, DSI
		Deliverable 7: Advocacy and lobbying for additional investment to national bodies, e.g. National STI plenary (probably only functional in 2021)	i. Business cases/ project proposals developed ii. Submissions to national bodies	i. Business cases/ project proposals developed ii. Submissions to national bodies	i. From July 2020 onwards ii. From July 2020 onwards	Three Research forums, through DEFF Three Research forums, through DEFF				
		Deliverable 8: Investigation into [new] RDI funding opportunities	i. Business case for dedicated NRF research chair ii. New funding instruments identified iii. Forestry workshop to discuss THRIP guidelines	i. Business case for dedicated NRF research chair ii. New funding instruments identified iii. Minutes of meeting for Forestry workshop to discuss THRIP guidelines	i. By Sept 2022 ii. Continuous - from Sept 2021 TBC	[DEFF] [DEFF] DTIC - Industrial Competitiveness and Gro	New investments in Forestry RDI are secured (ideal)	i. Rand Value of new RDI investment secured (on annual basis)	At the very least: R14 million per annum (either through THRIP or entirely new investment) to compensate for lost THRIP funding and phasing out of DSI/NRF Centres of Excellence	DTIC, DSI, DEFF (on behalf of three RDI forums)
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 [Following audit and tracer study, this objective can be made more specific to include targets]	Deliverable 1: Skills audit done to determine skills gaps on processing and production forestry Deliverable 2: CREST Tracer study done to establish the employment trajectories for Forestry graduates (September 2020- March 2021)	i. Skills audit report i. CREST Tracer study report	i. Skills audit report i. CREST Tracer study report	i. By Sept 2021 i. By March 2021	[FP&M SETA] FSA	i. Scarce skills gaps identified and addressed through critical interventions	i. Number of scarce skills positions filled (disaggregated per identified scarce skills)	To be determined once baseline data is collected	[FP&M SETA]

		Deliverable 3. Projects and Programmes implemented in response to skills audit and tracer study	i. Report on skills projects/ programmes identified in response to skills audit report and CREST Tracer study ii. Funding obtained for new skills projects/ programmes	i. Report on skills projects/ programmes identified in response to skills audit report and CREST Tracer study ii. Rand Value of funding obtained for new skills projects/ programmes	i. By Sept 2022 ii. By Sept 2022	[FP&M SETA] [FP&M SETA]	ii. Increased retention of graduates for the industry, government and academia	ii. Number of postgraduate enrolments and graduations in forestry related degrees	To be determined once baseline data is collected	CREST through FSA			
Focus Area 5b: HRD and Skills: Land Owners, SMME contractors and small processors	To equip land owners, SMME contractors and small sawmillers with business, managerial and technical skills (Following gap analysis, this objective can be made more specific to include targets)	Deliverable 4. Skills forum/ committee established to drive the development and delivery of short courses for landowners, SMME contractors and small sawmillers	i. Skills Forum Terms of reference	i. Evidence of Skills forum Terms of Reference (Yes/No)	i. By Sept 2021	DEFF wih FP&M SETA	i. New (beneficiaries) and existing landowners (community, micro, small growers) equipped with financial, entrepreneurial and technical skills (including fire protection)	i. Number of targeted beneficiaries that have successfully complete the short course	To be determined once baseline data is collected	DEFF wih FP&M SETA			
			ii. Gap analysis of short course offering for landowners, SMME contractors and small sawmillers	ii. Evidence of Gap analysis report (Yes/No)	ii. By Sept 2021	DEFF wih FP&M SETA	ii. New (beneficiaries) and existing landowners have access to mentoring support following training	ii. Number of targeted beneficiaries that report improved financial, entrepreneurial and technical skills	To be determined once baseline data is collected	DEFF wih FP&M SETA			
			iii. xx Short courses developed/ customised	iii. Number of short courses developed/ customised	iii. By Sept 2021	DEFF wih FP&M SETA	i. SMME contractors equipped with financial and entrepreneurial skills ii. SMME contractors have access to mentoring support following training	iii. Number of targeted beneficiaries that receive the required number of mentorship sessions following training	To be determined once baseline data is collected	DEFF wih FP&M SETA			
			iv. xx Landowners, SMME contractors and small sawmillers trained	iv. Number of Landowners, SMME contractors and small sawmillers trained	iv. From Oct 2021 (ongoing)	DEFF wih FP&M SETA							
			v. xx Landowners, SMME contractors and small sawmillers receiving mentorship support	v. Number of Landowners, SMME contractors and small sawmillers receiving mentorship support	v. From Oct 2021 (ongoing)	DEFF wih FP&M SETA	i. Small sawmillers equipped with business acumen skills and technical skills ii. Small sawmillers have access to mentoring support following training						
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)	Deliverable 5: Built environment professionals capacitated	i. Online enrolment by built environment professionals (website)	i. Number of built environment professionals enrolled in online courses	i. From Oct 2021: 160 architects per annum (50 % online, 50% face to face)	Stellenbosch University through SSA	160 architects capacitated in the use of wood as a construction material per year (from year 2)	i. Number of architects that complete the online training and regional workshops	160 architects per annum from Year 2	Stellenbosch University through SSA			
			ii. Architects trained (regional workshops)	ii. Number of architects trained through regional workshops	ii. From Oct 2021: 160 architects per annum (50 % online, 50% face to face)	Stellenbosch University through SSA							
Focus Area 5b: HRD and Skills: DEFF capacity		DEFF capacity building in support of Masterplan projects (actions listed as part of Deliverable 15 - Focus area 1)											
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	Deliverable 1: Licenses amended that were issued between 1998 and 01 April 2020 (PFI Initiative)	i. List of WUL to be actioned by DWS	i. List of WUL to be actioned by DWS	i. July 2020	FSA	Water use licences issued between 1998 and 1 April 2020 are revised to reflect the provisions of the new WUL process	Number of revised WUL issued by DWS	90 days after submission to WUL	DWS through FSA			
Focus Area 6: Key Inhibitors: Genus Exchange		Deliverable 2: Genus Exchange regulations resolved (this also applies to the definition of existing lawful water)	i. Court case resolution	i. Court case resolution	No specific date	FSA	Genus Exchange Regulations permit a 1:1 exchange when converting from one genus to another (specifically to Eucalyptus on forest land).	Revised Genus Exchange regulations permitting a 1:1 exchange		FSA			
Focus Area 6: Key Inhibitors: Diesel refund		Deliverable 3: Response obtained on diesel rebate	i. Response from SARS on Diesel rebate submission	i. Response from SARS on Diesel rebate submission	TBC	FSA	Agreement reached that forestry activities will not be excluded from the Diesel rebate system	Gazetted amendment to Schedule 6 of the customs and excise Act, 1964					
Focus Area 6: Key Inhibitors: Ports		Deliverable 4: Continued monitoring of the performance of the conveyor system through (existing) quarterly industry forums	i. Minutes of quarterly forums reflecting discussions on conveyor system	i. Minutes of quarterly forums reflecting discussions on conveyor system	Ongoing	Transnet Freight - DBT Technical Manager	Reduced risk of product (chip) contamination at Richards Bay port due to multiple users of the conveyor systems	Number of incidences of product contamination reported and dealt with	To be determined once baseline data is collected	[Transnet Freight - Technical Manager]			
		Deliverable 5: Productivity tariff implemented from April 2020 whereby performance of port is linked to the tariff	i. Productivity tariff agreement	i. Productivity tariff agreement	Already in place	Sensitive information - won't be shared	TNPA and TPT have improved turnaround times for loading ships	TNPA and TPT Turnaround time for loading ships	To be determined once baseline data is collected. At least aim for a decrease	[Sensitive information - see if anecdotal information will be available]			
		Deliverable 6: Terminal Tariff cost issues addressed	i. Cost benchmarking study ii. xx Engagements to discuss vessel loading costs	i. Cost benchmarking study ii. Number of engagements to discuss costs	i. 31 Dec 2020 ii. 31 Dec 2021	FSA FSA	Lower loading costs negotiated for vessel loading function	Cost saving on vessel loading function	Benchmarking study to inform target	FSA			
Focus Area 6: Key Inhibitors: Road and Rail		Deliverable 7a. Consolidate industry rail issues for escalation to Transnet Freight	i. Report/ List of rail related issues to be escalated to Transnet Freight	i. Report/ List of rail related issues to be escalated to Transnet Freight	Year one - onwards	FSA - Transport Committee	Greater strategic alignment between industry and Transnet Freight, as well as active resolution of rail related issues through the one stop shop.	Percentage of industry related rail issues resolved/ addressed by One Stop Shop	Aim for at least 80% of issues raised by industry	[FSA Transport Committee]			
		Deliverable 7b. Set up One Stop Shop at Transnet to enable strategic alignment between government & industry on rail issues	i. Signed submission approving establishment of One Stop Shop	i. Signed submission approving establishment of One Stop Shop	i. 31 July 2020	Transnet Freight							
		Deliverable 8: Integration of PBS into National Transport Framework	i. Proposal for inclusion of PBS into National Transport Framework ii. Follow up emails and correspondence to DoT	i. Proposal for inclusion of PBS into National Transport framework ii. Follow up emails and correspondence to DoT	i. Already submitted ii. Continues- due end Dec 2021	FSA FSA	PBS integrated into the National Transport framework	i. Adjusted legislation reflecting PBS integration into National Transport framework	31 Dec 2021	FSA Transport Committee			
Focus Area 6: Key Inhibitors: Environmental Impact Assessments (EIAs)		Deliverable 9a. Existing outstanding EIAs finalised	i. Document/Report of outstanding EIAs	i. Document/Report of outstanding EIAs	Sept 2021	DEFF Environmental Branch	EIA processes are optimised to ensure a simpler and quicker EIA process. This includes: i. The screening and scoping components are optimised for rural community forestry land use ii. Finalising outstanding EIAs of communally owned land	i. Number of days saved on screening and scoping (through optimisation exercise) ii. % of outstanding EIAs finalised (for communally owned land)	To be determined once baseline data is collected	DEFF Environmental Branch			
	Deliverable 9b. Alternative/streamlined processes developed to make the system more effective for small growers and communities	i. Review of EIA process	i. Review of EIA process	i. Sept 2021	DEFF Environmental Branch								
		ii. Review of existing Eastern Cape Strategic Environmental Impact Assessment	ii. Review of existing Eastern Cape Strategic Environmental Impact Assessment	ii. Sept 2021	DEFF - Forestry Branch								
		iii. Forum attendance register and minutes	iii. Forum attendance register and minutes	iii. Sept 2021	DEFF - Forestry Branch								
		iv. Report containing EIA options, timelines and support available to applicants	iv. Report containing EIA options, timelines and support available to applicants	iv. Sept 2022	DEFF - Forestry Branch								