



# Human Capital Development Strategy for the Biodiversity Sector: Implementation Plan to 2030

Post 2020 Update



forestry, fisheries  
& the environment

Department:  
Forestry, Fisheries and the Environment  
REPUBLIC OF SOUTH AFRICA

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South African National Biodiversity Institute

# Acknowledgements

The South African National Biodiversity Institute (SANBI) has had a long-standing partnership with The Lewis Foundation which has supported many aspects of the development and implementation of the strategy since 2010.

Key partners in the post-2020 update include the Department of Forestry, Fisheries and the Environment, the Department of Science and Innovation, GreenMatter, Rhodes University, the University of the Witwatersrand, the Water Research Commission and the Worldwide Fund for Nature (WWF-SA), South African National Parks (SANParks), the Southern African Wildlife College, Nature Connect, the South African Education Project, the Wildlife and Environment Society of South Africa (WESSA), the Eastern Cape Parks and Tourism Agency, Birdlife South Africa and The Guild Combination are among the many organisations that contributed to the mid-term review, stakeholder engagements and working groups.

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# Implementation Plan 2030

The Implementation Plan introduces proposed activities according to the strategic goals and objectives they need to address. It should not be regarded as a complete list of possibilities; as new opportunities, possibilities and dimensions of issues come to light, more projects can be proposed and developed, provided they clearly address one of the strategic goals and the strategic vision. On the other hand, if the activities already listed here are effectively implemented, there will be a significant impact on capacity and transformation in the sector. Hence efforts should be focused on refining and implementing the current proposals, rather than on generating new proposals.

The implementation plan was developed by combining the original implementation plan from the 2010 strategy, recommendations from the mid-term review, and inputs from six working groups or syndicates, other stakeholders, and high-level government officials.

The plan should be seen as a “living plan” which is regularly revised and strengthened (e.g. annually) by the partners and stakeholders.

Specific activities are mentioned under each objective. These should not be seen as definitive; other appropriate activities can be added or modified over time, as guided by regular assessment of progress towards the objectives. The activities listed below are activities that are already underway, as well as new activities that were prioritized by stakeholders through the process of developing this plan. Where the order in which activities take place is important, this has been indicated.

**Green** text reflects aspects that fall under the Groen Sebenza Phase II Programme, as an initiative that can be used to focus partner efforts and integrate the different aspects of the strategy in the first two years (2023-2024).

The roles of the different partners indicated in the plan is also subject to refinement. In many cases, the details of the roles and institutional arrangements are yet to be worked out by the partners involved.



## OUTCOME 1: COORDINATION

Effective institutional arrangements and coordination mechanisms are in place to support the strategy's implementation

Objective	Specific activities	Priority	Time Frame	Partners and Roles
1.1. Formalise institutional arrangements	<ul style="list-style-type: none"> <li>– Set up Memoranda of Agreement between organisations, where needed</li> <li>– Establish a Strategic Advisory Board with high-level membership that engages in policy shaping and advocacy</li> <li>– Embed coordination of the Strategy into the KPI's of relevant staff</li> </ul>	Very high	By Jun 2023	<ul style="list-style-type: none"> <li>– DFFE, SANBI and DSI (DFFE to take the lead)</li> <li>– Draw in representation from DHET and the private sector</li> </ul>
1.2. Strengthen and expand the role of the NESPF	<ul style="list-style-type: none"> <li>– Establish working groups to work on different issues and opportunities</li> <li>– Establish provincial structures to carry out forum initiatives at sub-national level</li> <li>– Strengthen the coordination unit in DFFE by providing it with more adequate human and financial resources</li> <li>– Ensure youth involvement in leadership structures</li> <li>– Ensure involvement of M&amp;E staff in all NESPF activities</li> <li>– Plan regular meetings</li> </ul>	High	2023-2030  Working groups and institutional arrangements in place and functioning by end 2023	<ul style="list-style-type: none"> <li>– DFFE (Secretariat; drawing in relevant provincial and local government roleplayers)</li> <li>– SANBI</li> <li>– DSI</li> <li>– Advisory committee</li> <li>– Working group leads and members should be from a diversity of organisations</li> </ul>
1.3. Convene an annual Skills Summit for training providers and employers to interact, and for the sector to interact with the national funding and skills planning system	<p>Use the Skills Summit to:</p> <ul style="list-style-type: none"> <li>– Gather and share evaluation data/findings</li> <li>– Reflect on synergy across activities</li> <li>– Build collaboration and collective action</li> <li>– Share research needs and research findings</li> <li>– Do horizon scanning using the collective intelligence of participants</li> </ul>	High	2023-2030  Starting Jun /Jul 2023	<ul style="list-style-type: none"> <li>– DFFE (convenors and drivers)</li> <li>– All BHCDS implementers (sharing data, reflection, presentations)</li> <li>– M&amp;E staff (collating evaluation data and reflections and feeding back into planning processes within the NESPF and WGs)</li> </ul>
1.4. Institutionalise a shared monitoring, evaluation and reporting function as a vital coordination and advocacy function	<ul style="list-style-type: none"> <li>– Resource at least two dedicated monitoring and evaluation people for Groen Sebenza II</li> <li>– Intentionally work towards a sustainable arrangement and institutional memory that can continue the M&amp;E function post Groen Sebenza II</li> <li>– Establish and M&amp;E function within all programmes under the strategy</li> </ul>	High	2023-2030  GS M&E staff to be in place by Jun 2023	<ul style="list-style-type: none"> <li>– SANBI (Groen Sebenza)</li> <li>– DFFE and SANBI (plan longer-term arrangements)</li> <li>– Potentially link to UJ Africa Evidence Centre and/or Wits CLEAR-AA</li> <li>– Implementation partners to negotiate how to resource this function for their programmes</li> </ul>

<p>1.5. Encourage the development of multiple coordination hubs</p>	<p>For example, hubs focused on:</p> <ul style="list-style-type: none"> <li>- A "track and trace" system for the sector</li> <li>- Articulation with the national skills system</li> <li>- A platform to connect skills supply and demand</li> <li>- Teacher education (Fundisa for Change)</li> <li>- New and emerging skills, horizon scanning</li> <li>- Organisational strengthening (including provinces and local government)</li> <li>- Mentorship</li> <li>- Monitoring and evaluation</li> </ul>	<p>High</p>	<p>2023-2030</p> <p>Pay attention to this is 2023</p>	<p>Potential leads:</p> <ul style="list-style-type: none"> <li>- GreenMatter, SANBI, Rhodes</li> <li>- Wits, Rhodes, DSI</li> <li>- GreenMatter, SANBI, DFFE</li> <li>- Rhodes, SANBI</li> <li>- DSI, DHET, Wits</li> <li>- WWF, SANBI, DFFE - bring in SALGA</li> <li>- GreenMatter, SANBI, WWF, WRC</li> <li>- Rhodes, Wits, SANBI, DFFE</li> </ul>
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## OUTCOME 2: ADVOCACY

The Strategy has increased and sustained funding and political support, in line with its strategic importance for employment creation and sustainable development

Objective	Specific activities	Priority	Time Frame	Partners and Roles
<p>2.1. Communicate the achievements, remaining capacity challenges and possibilities of the sector as part of a renewed drive to 2030</p>	<ul style="list-style-type: none"> <li>- Develop a Communications Plan</li> <li>- Create a sense of urgency around the extent to which South Africa is losing its biodiversity, EI and ES, and a sense of optimism and opportunity around the extent to which biodiversity can contribute to jobs and livelihoods</li> <li>- Compile success stories on creating biodiversity-related jobs (e.g. EPWP, High Altitude Teams, Operation Phakisa). Have a range of examples in urban and rural areas, and what more could be done if specific dimensions are addressed - as put forward by the Presidential Jobs Fund Framework Agreement around rehabilitation <ul style="list-style-type: none"> <li>• Book project?</li> <li>• Compile existing materials into an "advocacy pack" (e.g. SANBI BLU case studies, SANBI's "Making the Case for Biodiversity", Green Jobs papers/reports, EbA factsheets etc.)</li> <li>• Brochures? Videos?</li> </ul> </li> </ul>	<p>Very high</p>	<p>2023 and ongoing</p>	<ul style="list-style-type: none"> <li>- SANBI, DFFE, DSI</li> <li>- Syndicate 6 members</li> <li>- Research institutions (Wits, Rhodes)</li> </ul>

<p><b>2.2.</b> Start and fund advocacy processes to engage key role-players and potential implementation partners both inside and outside the 'big five' of biodiversity agencies</p>	<ul style="list-style-type: none"> <li>- Invite proposals from Provincial Agencies and SANParks on how they would like to be involved in the next 10 years of implementation</li> <li>- Do the same for organised labour, NEDLAC, DHET and SETAs, and for industry, DWS, DSI and WRC, and the private sector (e.g. through EI4WS, pvt game reserves, waste &amp; chemicals)</li> <li>- Revise the existing Stakeholder Engagement Strategy and the Marketing and Communications Strategy (developed by GreenMatter in 2012)</li> <li>- Work on materials (e.g. brochures, presentations) that make the linkages between biodiversity and other activities: <ul style="list-style-type: none"> <li>• Climate change adaptation &amp; mitigation - diversification of livelihoods for resilience</li> <li>• Land reform - opportunities to bring in new ownership models and youth</li> <li>• Mine rehabilitation - large number of potential non-extractive jobs</li> <li>• Urban youth - e.g. waste, green spaces and rehabilitation</li> <li>• Water security - ecological infrastructure and catchment rehabilitation/ management</li> <li>• Economics &amp; business - e.g. natural capital accounting, sustainability reporting</li> <li>• Waste and the circular economy - quantify how this can reduce biodiversity loss in SA</li> </ul> </li> </ul>	<p>Very high</p>	<p>2023-2030</p> <p>Pay attention to this is 2023</p>	<ul style="list-style-type: none"> <li>- DFFE (lead engagement with provinces, local government, DWS and SANParks)</li> <li>- DSI and WRC (engage DWS, draw in private sector stakeholders involved in the DSI roadmaps and EI4WS project)</li> <li>- Wits REAL and Rhodes ELRC (engage SETAs)</li> <li>- SANBI - Groen Sebenza (develop strategies to increase participation of private sector and provinces)</li> <li>- GreenMatter and partners (revision of stakeholder engagement and marketing/communications strategies)</li> <li>- Research organisations and NGOs (create materials)</li> </ul>
<p><b>2.3.</b> Provide regular feedback on the strategy and its implementation</p>	<ul style="list-style-type: none"> <li>- Get skills and transformation on the agenda of key forums (e.g. Biodiversity Research &amp; Evidence Indaba, MinMEC and MinTech working groups &amp; sub-committees and others linked to the areas mentioned in 1.2.)</li> </ul>	<p>High</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- DFFE with support from partners</li> </ul>
<p><b>2.4.</b> Document and evaluate advocacy activities and recognise the efforts and successes of partners</p>	<ul style="list-style-type: none"> <li>- Develop communications pieces, awards etc.</li> </ul>	<p>High</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- M&amp;E staff (this must be included in the M&amp;E plan)</li> </ul>

<p><b>2.5.</b> Ensure ongoing alignment between the BHCDS and other relevant policies and plans at a national level.</p>	<ul style="list-style-type: none"> <li>– Strategic advisory board to share new policies and plans from the various departments</li> <li>– Facilitate regular (annual) reflection on policy alignment</li> </ul>	High	2023-2030	<ul style="list-style-type: none"> <li>– SANBI, DFFE and DSI</li> <li>– Strategic advisory board</li> <li>– M&amp;E staff - through Groen Sebenza initially</li> </ul>
<p><b>2.6.</b> Lobby for and advise on how best to structure institutions to realize the implementation of skills policy and drive stronger connectedness and coherence around skills within institutions</p>	<ul style="list-style-type: none"> <li>– Set up designated contact points/teams for consolidating skills initiatives across an organisation</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– DFFE</li> <li>– Organisational strengthening syndicate</li> </ul>

### OUTCOME 3: ORGANISATIONAL STRENGTHENING

Organisations have increased capacity for attracting and retaining skilled staff

Objective	Specific activities	Priority	Time Frame	Partners and Roles
<p><b>3.1.</b> Develop leadership for organisational strengthening and transformation</p>	<ul style="list-style-type: none"> <li>– Start a high-level forum / think tank called Biodiversity Leaders of Transformation - New and Old, to ignite leadership in the sector</li> <li>– Start dialogues on transformation within relevant fora</li> <li>– Develop a transformational leadership programme as part of intern and mentor training (shifting organisational cultures etc.)</li> <li>– Peer learning exchanges</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– DFFE (engage provinces and local government)</li> <li>– SANBI (Partly under Groen Sebenza, as part of org support)</li> </ul>
<p><b>3.2.</b> Continue to build mentorship capacity within organisations</p>	<ul style="list-style-type: none"> <li>– Continue to share mentoring know-how through training</li> <li>– Establish a national learning mechanism that regularly reviews, reflects on and improves mentorship practice</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– Groen Sebenza: 210 mentors</li> <li>– GreenMatter, SANBI, WWF, WRC</li> </ul>
<p><b>3.3.</b> Shift thinking away from qualifications towards helping staff to “grow into roles” through upskilling and career path development</p>	<ul style="list-style-type: none"> <li>– Set up a pilot programme for workplace-based up-skilling in one or more parastatals or provincial conservation departments</li> <li>– Support development of a cross-cutting framework across organisations to allow for skills development pathways in the sector</li> <li>– Find ways of engaging with Human Resources personnel within organisations</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– DFFE (lead)</li> <li>– Parastatals/ provincial depts (host)</li> <li>– Universities and other training providers (short courses, training)</li> <li>– Organisations to engage with their own HR departments, where relevant</li> <li>– WESSA, Rhodes (database &amp; guide lines?)</li> </ul>

<p><b>3.4.</b> Develop practical resources to help organisations with succession planning, competency profiling, skills audits and integrating racial and language diversity</p>	<ul style="list-style-type: none"> <li>- Scope needs</li> <li>- Develop and distribute resources</li> </ul>	Medium	2023-2024	<ul style="list-style-type: none"> <li>- SANBI (Partly under Groen Sebenza)</li> <li>- Wits REAL</li> </ul>
<p><b>3.5.</b> Strengthen organisational M&amp;E - build systems together with organisations</p>	<ul style="list-style-type: none"> <li>- Partners to collaborate on M&amp;E through shared reporting, NESPF working groups</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>- Groen Sebenza (Capacity?)</li> <li>- Leadership and institutional arrangements are still to be decided.</li> </ul>

## OUTCOME 4: SKILLS INTELLIGENCE

Enhanced understanding of skills supply and demand through a skills intelligence system aligned with existing and emerging national skills systems

Objective	Specific activities	Priority	Time Frame	Partners and Roles
<p><b>4.1.</b> Map out existing skills tracking systems and connect them to each other (supply and demand side)</p>	<p>Keep processes national and connect to existing initiatives - presidency national pathway management network, Youth Explorers, DHET systems</p>	High	2023	<ul style="list-style-type: none"> <li>- Track &amp; Trace implementation hub</li> <li>- Consultant to map out the systems that need to be connected</li> </ul>
<p><b>4.2.</b> Create/connect/ enhance existing skills intelligence system/s such that there is a national repository for tracking the value of existing skills investments and the demand side pull factors for the skills being produced</p>	<ul style="list-style-type: none"> <li>- Supply side mapping / tracing component: tracing what happens/ changes to our skills programme investments <ul style="list-style-type: none"> <li>• What skills interventions exist?</li> <li>• What change does the intervention unlock?</li> <li>• Who is supported?</li> <li>• Where do supported individuals go?</li> </ul> </li> <li>- Demand side skills data component: <ul style="list-style-type: none"> <li>• Needs of employer (workplace skills plans etc.)</li> <li>• POPI compliant institutional architecture</li> </ul> </li> </ul> <p>This could include:</p> <ul style="list-style-type: none"> <li>- A track and trace system for university and FET graduates, GreenMatter Fellows, and Groen Sebenza and other employees (could include questions on organisational strengthening and transformation)</li> <li>- Tools to guide organisations on data collection and organisation, to prepare for effective data sharing</li> <li>- HEI curriculum assessment in different fields</li> </ul>	High	2023-2030	<ul style="list-style-type: none"> <li>- SANBI is tentatively emerging as the lead coordinator/custodian of the intelligence system, supported by</li> <li>- GreenMatter</li> <li>- Syndicate 1 and 3 members</li> </ul> <p>Research institutions with experience in the field of skills development, DHET (supported by other government departments e.g. DWS, DSI and entities e.g. SANBI, CSIR), StatsSA, SETA's, etc. The DHET Labour Market Intelligence Partnership (LMIP) is funded through National Treasury and South Africa's National Skills Fund.</p>



	<ul style="list-style-type: none"> <li>– Employer surveys/ reporting to SETAs?</li> <li>– University data (HEMIS? Or via DHET?) <ul style="list-style-type: none"> <li>- graduates, gender, race, qualifications, throughput etc.</li> </ul> </li> <li>– Regular guided evaluations</li> </ul> <p>The system must feed the intelligence gathered to relevant partners e.g. HEIs, the online networking hub (below), employers, govt departments.</p>			A live tracking system could be achieved by partnering with the DHA or SARS (will require high-level engagement and MoUs).
<p><b>4.3.</b> Create and maintain an online platform for networking and information/ resource sharing between youth, educational institutions and employers.</p>	This system can help chart a pathway for individuals and organizations, help them find funding or jobs, and chart pathways for skills development or strengthening. A “One Stop Shop for Green Jobs/Skills/Funds” or a “LinkedIn for Biodiversity”. Youth-led.	High	2023-2030	<ul style="list-style-type: none"> <li>– GreenMatter?</li> <li>– Syndicate 1 and 3 members</li> <li>– DFFE (website with links to career guidance materials previously developed)</li> </ul>
<p><b>4.4.</b> Develop a sector-consulted Research Plan and connect this plan with the different institutional mechanisms that resource research activities (e.g. University strategies, Foundation investment strategies, NRF chairs and CoPs)</p>	<ul style="list-style-type: none"> <li>– Understand reasons for persistent scarce skills, the meaning of “scarcity” etc.</li> <li>– Develop a repository of more ‘standardized methodologies’ for this work</li> <li>– Identify new work/future jobs/skills</li> <li>– Start with a demand-side study (2 years).</li> </ul>	Medium	2023-2024	<p>NRF Chairs and CoP funding calls may be relevant</p> <p>SANBI developing ToR for demand-side research under Groen Sebenza</p>

## OUTCOME 5: PATHWAYS TO EMPLOYMENT AND LIVELIHOODS

Through investment in a range of strategic programmes and think tanks, viable pathways to employment have been unlocked which stimulate the economy and individual livelihoods

Objective	Specific activities	Priority	Time Frame	Partners and Roles
<p><b>5.1.</b> Invest in expanded professional development programmes for postgraduate students in prioritized areas</p>	<ul style="list-style-type: none"> <li>– Investigate the option of structured candidacy programmes through SACNASP with continuous professional development (CPD) requirements.</li> <li>– Continue running but also monitoring the GreenMatter Fellowships</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– SANBI, SACNASP</li> <li>– GreenMatter</li> </ul>
<p><b>5.2.</b> Grow capacity for business development and self-employment</p>	<ul style="list-style-type: none"> <li>– Continue running, and monitoring, the Imvelisi Enviropreneurs Programme</li> <li>– Share lessons from the Imvelisi Programme with partners</li> <li>– Link to other existing initiatives through the platform mentioned in Objective 4.4.</li> </ul>	Medium	2023-2030	<ul style="list-style-type: none"> <li>– GreenMatter, DSI, YWP</li> <li>– Platform lead/host organisation</li> </ul>

<p><b>5.3.</b> Invest in sustainable mentorship and internship programmes that support pathways to employment</p>	<p>Green Sebenza II:</p> <ul style="list-style-type: none"> <li>- Enable workplace-based learning for 1050+ graduates (Diploma to PhD), leading to full time placement for a period not less than one year</li> <li>- Create job opportunities and possible permanent placement within host organisations (for 50% of interns or more)</li> <li>- Ongoing monitoring, evaluation and sharing of findings</li> <li>- Engage with host organisations early on, through conversations about retention and opportunities for interns beyond the programme</li> </ul> <p>Ensure that M&amp;E and sharing of lessons take place within other programmes too:</p> <ul style="list-style-type: none"> <li>- Water Graduate Employment Programme (GEP)</li> <li>- NRF internship programmes</li> <li>- etc.</li> </ul>	<p>High</p>	<p>2022-2024</p> <p>2023-2030</p>	<ul style="list-style-type: none"> <li>- SANBI and host organisations (programme implementation)</li> <li>- Groen Sebenza M&amp;E staff (M&amp;E)</li> <li>- Track &amp; Trace implementation hub (M&amp;E)</li> <li>- M&amp;E staff within partner organisations (institutional arrangements still to be decided).</li> </ul>
<p><b>5.4.</b> Prioritize re-skilling and upskilling of existing employees in line with future skills requirements</p>	<ul style="list-style-type: none"> <li>- See Objective 3.3.</li> <li>- Develop a database of training providers and courses relevant to the environmental sector broadly, with a built-in peer review mechanism (linked to platform in Objective 4.4)</li> <li>- Publish and promote educational guidelines to improve the quality of short courses and short course choices</li> </ul>	<p>High</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- SANBI, GreenMatter, other NGOs</li> <li>- Educational institutions</li> </ul>
<p><b>5.5.</b> Create facilitated spaces for collectively imagining and preparing for future jobs, pathways and labour market niches that will emerge</p>	<ul style="list-style-type: none"> <li>- The NESPF and annual skills summits could be used for this purpose</li> <li>- Must include engagement with employers</li> </ul>	<p>Medium</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- DFFE (lead creation of these spaces)</li> <li>- DSI, DHET, Wits REAL and others working on future skills (contribute)</li> </ul>
<p><b>5.6.</b> Create facilitated spaces for programme managers and funders to collectively learn from each other</p>	<ul style="list-style-type: none"> <li>- The NESPF and annual skills summits could be used for this purpose</li> <li>- Should promote learning about the niches they hold and are trying to transform/upscale; and how they structure and manage projects in this space</li> </ul>	<p>Medium</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- DFFE (lead creation of these spaces)</li> </ul>
<p><b>5.7.</b> Facilitate ongoing monitoring and evaluation of programmes and collation of findings, for communication and advocacy purposes (see Action Area 2)</p>	<ul style="list-style-type: none"> <li>- Share M&amp;E data between programmes (GreenMatter Fellowships, Imvelisi, Groen Sebenza, Presidential YES, EI4WS etc.) and with the M&amp;E team</li> <li>- Interface with the Research Plan (see 3.4)</li> </ul>	<p>Medium</p>	<p>2023-2030</p>	<ul style="list-style-type: none"> <li>- Organisations implementing these programmes plus M&amp;E staff</li> </ul>

## OUTCOME 6: EDUCATION AND TRAINING

The quality and relevance of skills produced for the sector is improved, and talented black South Africans are attracted to the sector

Objective	Specific activities	Priority	Time Frame	Partners and Roles
6.1. Increase the reach nationally of teacher education interventions	<p>Continue and strengthen the Fundisa for Change Programme by addressing the recommendations of recent evaluations:</p> <ul style="list-style-type: none"> <li>– Expand the structure and role of the Advisory Committee to ensure active participation by DBE and DHET</li> <li>– Strengthen programme coordination by employing two national coordinators, one operational and one strategic, and considering the establishment of provincial hubs</li> <li>– Increase financial resources and sustainability as outlined in the MTR</li> <li>– Use research to deepen understanding of quality and relevance but also to demonstrate how the programme is instrumental to better learning and examination results</li> <li>– Adopt an expansive learning approach to continuously review practice</li> </ul>	High	2023-2030	– SANBI, Rhodes ELRC and partners
6.3. Resource higher education institutions that have had success in biodiversity-related programmes but lack adequate capacity or funds to fully address strategic needs	<ul style="list-style-type: none"> <li>– Identify relevant institutions for support (e.g. Universities of Technology, University of Fort Hare, University of the North, University of Venda)</li> <li>– Support activities such as fieldwork, curriculum revision, research supervision and postdoc “settling in”</li> </ul>	Medium	2023-2030	– DSI/NRF, DHET? – How to fund?
6.4. Continue to fund postgraduate bursaries	<ul style="list-style-type: none"> <li>– Encourage partner organisations to fund bursaries</li> <li>– Compile a list of bursaries available as part of the platform mentioned in Objective 4.4; link with career guidance and other national initiatives (e.g. SAYouth)</li> </ul>	High	2023-2030	– DFFE, DSI, SANBI (engage private sector) – Lead/host organisation of the platform
6.5. Establish a Scarce Skills Academy for the sector	<ul style="list-style-type: none"> <li>– Consider and scope the establishment of such an entity</li> </ul>	Medium	2024-2025	– DFFE, SANBI, DSI
6.6. Establish a decentralized training programme	<ul style="list-style-type: none"> <li>– See Objective 3.3</li> <li>– Support localized training provisioning e.g. with host organisations</li> </ul>	High	2022-2024	– SANBI (Groen Sebenza) in partnership with training providers and host organisations
6.7. Continue with efforts to engage the SETAs and TVET colleges as partners under the strategy	<ul style="list-style-type: none"> <li>– See Objective 2.2</li> </ul>	Medium	2023-2030	– DHET, Wits REAL and Rhodes ELRC (engage SETAs)

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