

## APPENDIX

## A

Formulation of  
Strategic Plan

At the outset of work on the Strategic Plan it was decided to appoint consultants to assist in its formulation. The consultants appointed were Deloitte and Touche (Dublin) and Jaakko Poyry (Finland). The Terms of Reference which guided their assignment are set out below. In the formulation of the Strategy, submissions were invited from interested parties and from the public generally. A total of 117 submissions were received from individuals and interested organisations.

**Terms of Reference for Consultants and Public Submissions**

With an emphasis on the creation of sustainable employment; on the achievement of an overall balance of benefit throughout Ireland for the forestry production sector (including related and derivative operations, activities and industries); on the creation of added value; on winning an increased share of export markets for timber and woodcraft products; on the development of new competencies and market-oriented skills; on the generation of a multiple benefit return, where possible, from investment in any area of the sector; on maximising the non-timber benefits of forestry; on environmental compatibility and enhancement and on the optimum utilisation of all of the output of Irish forests, and taking into account foreseeable development affecting Ireland's forestry sector (including EU support and the framework and structures governing such support):

1. to examine and report on the current state of Ireland's forestry sector, including the timber and woodcraft elements and non-timber benefit aspects;
2. to assess the potential of the various elements of the forestry sector to make a greater contribution to national economic and social well-being, taking account of any relevant previous analyses of elements of the sector;
3. to identify the requirements for and impediments to realising that potential;
4. to submit to the Minister for Agriculture, Food and Forestry a report and recommendations for the integrated development, to best national advantage, of Ireland's forestry sector over the period 1994-2015.