

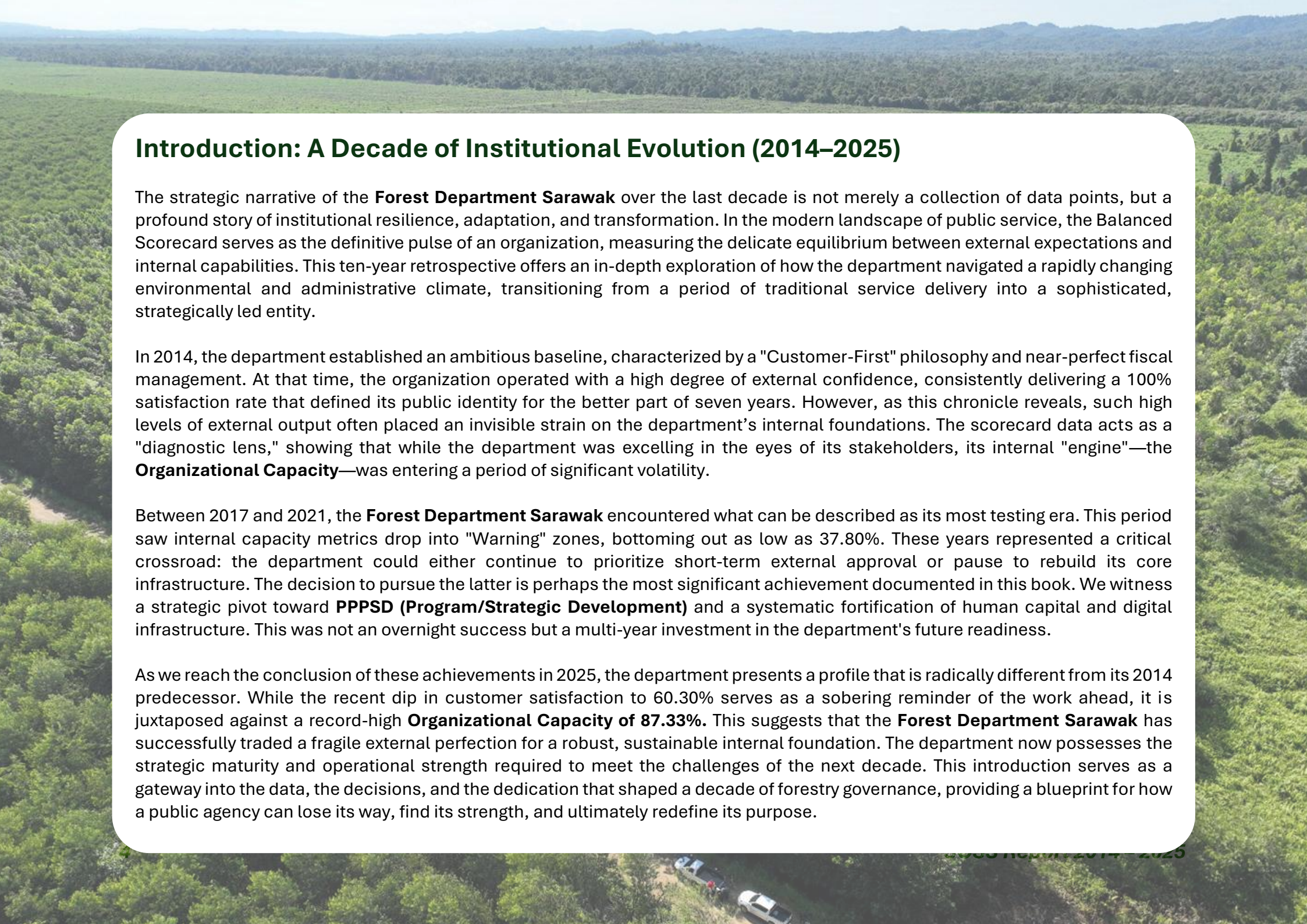
Sarawak Civil Service Scorecard Achievements (FY 2014 – 2025)

Forest Department Sarawak

'An Agency Committed Towards Sustainable Forestry'

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Introduction: A Decade of Institutional Evolution (2014–2025)

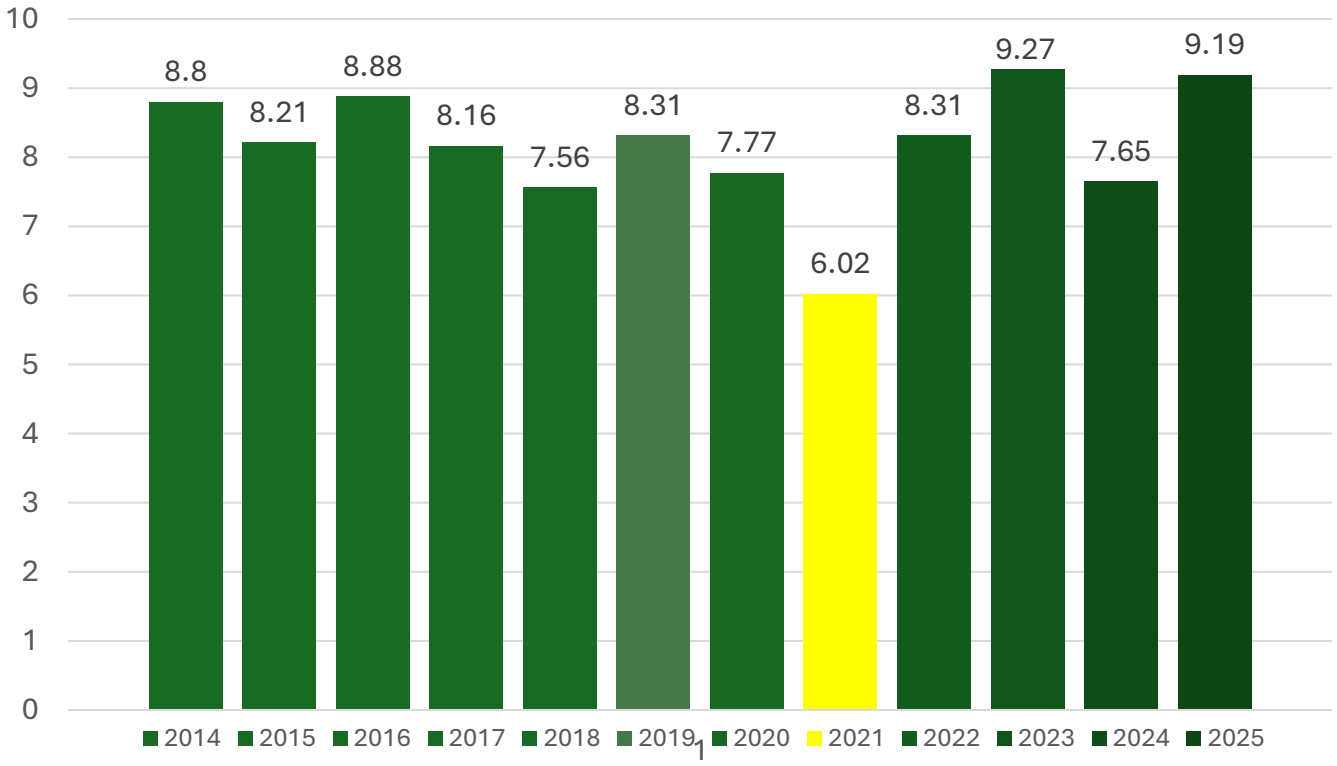
The strategic narrative of the **Forest Department Sarawak** over the last decade is not merely a collection of data points, but a profound story of institutional resilience, adaptation, and transformation. In the modern landscape of public service, the Balanced Scorecard serves as the definitive pulse of an organization, measuring the delicate equilibrium between external expectations and internal capabilities. This ten-year retrospective offers an in-depth exploration of how the department navigated a rapidly changing environmental and administrative climate, transitioning from a period of traditional service delivery into a sophisticated, strategically led entity.

In 2014, the department established an ambitious baseline, characterized by a "Customer-First" philosophy and near-perfect fiscal management. At that time, the organization operated with a high degree of external confidence, consistently delivering a 100% satisfaction rate that defined its public identity for the better part of seven years. However, as this chronicle reveals, such high levels of external output often placed an invisible strain on the department's internal foundations. The scorecard data acts as a "diagnostic lens," showing that while the department was excelling in the eyes of its stakeholders, its internal "engine"—the **Organizational Capacity**—was entering a period of significant volatility.

Between 2017 and 2021, the **Forest Department Sarawak** encountered what can be described as its most testing era. This period saw internal capacity metrics drop into "Warning" zones, bottoming out as low as 37.80%. These years represented a critical crossroad: the department could either continue to prioritize short-term external approval or pause to rebuild its core infrastructure. The decision to pursue the latter is perhaps the most significant achievement documented in this book. We witness a strategic pivot toward **PPPSD (Program/Strategic Development)** and a systematic fortification of human capital and digital infrastructure. This was not an overnight success but a multi-year investment in the department's future readiness.

As we reach the conclusion of these achievements in 2025, the department presents a profile that is radically different from its 2014 predecessor. While the recent dip in customer satisfaction to 60.30% serves as a sobering reminder of the work ahead, it is juxtaposed against a record-high **Organizational Capacity of 87.33%.** This suggests that the **Forest Department Sarawak** has successfully traded a fragile external perfection for a robust, sustainable internal foundation. The department now possesses the strategic maturity and operational strength required to meet the challenges of the next decade. This introduction serves as a gateway into the data, the decisions, and the dedication that shaped a decade of forestry governance, providing a blueprint for how a public agency can lose its way, find its strength, and ultimately redefine its purpose.

Forest Department Sarawak
SCSS Achievements Summary (2014 - 2025)



Key Insights

Performance dips in 2021 before rebounding strongly in 2023, showing resilience and

What this means

Strategic investments in people, process and technology are driving long-term improvement and operational excellence.

Highlights

Highest score: 2023 (9.27)

Lowest Score: 2021 (6.02)

Strong Recovery in 2022-2023

'An Agency Committed Towards Sustainable Forestry'

2014
SCORECARD ACHIEVEMENT

KEY FOCUS AREAS

Customer Perspective
Focused on satisfaction and service quality

Financial Perspective
Concentrated on compliance and budget utilisation

PPPSD Perspective
Evaluated operational efficiency, enforcement, gazettement, R&D and collaboration

Organisational Capacity Perspective
Measured the department's competency development, cultural transformation, and ICT readiness.

Together, these perspectives provided a balanced and comprehensive view of departmental performance and set for the strong years ahead.



2014

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) This perspective assesses **the quality of services delivered to customers, focusing specifically on customer satisfaction**. The main aim in 2014 is to measure how effectively the department meets the expectations of its stakeholders through service quality, responsiveness, professionalism, and adherence to Client Charter commitments. KPI: *Customer Satisfaction Rating*.	1	1
Financial Perspective (15%) This perspective evaluates the **department's financial management discipline and compliance**. In 2014, the focus is on ensuring: (1) **Compliance with A.P.58(a)** by minimising delayed payments, and (2) **Efficient utilisation of OPEX budget**. The aim is to strengthen transparency, accountability, prudence, and adherence to financial regulations and procedures.	2	2
Process / Program / Project / Service Delivery Perspective (35%) This is the most comprehensive perspective and evaluates the **effectiveness and efficiency of core operational functions**. In 2014, it covers: service delivery quality, gazettement of PFE and TPA, revenue from planted forests, enforcement effectiveness, revenue leakage control, LPF license inspections, R&D output, and inter-agency collaboration. The aim is to ensure sustainable forest management, strong regulatory control, optimal programme execution, and high operational integrity.	6	9
Organizational Capacity Perspective (15%) This perspective evaluates how well the department builds and sustains internal **capability and workforce readiness**. In 2014, it measures: staff competency (training hours), strategic skill development, internal culture and shared values, and ICT adoption. The aim is to ensure the department has a competent, values-driven, digitally enabled workforce capable of supporting organisational objectives.	4	6
	13	**18**

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Address external customer needs.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ Maximum benefit achieved with optimal budget utilisation.
- ✓ Completion of all the annual programmes and activities set.

Candidate Measure (KPI):

- ✓ F1M1: Percentage (%) of Utilisation of OPEX Budget.

Candidate Initiative (Initiative):

- ✓ Initiate quarterly meetings on expenditure performance.

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Financial Management Compliance Index:
  - (i) Listing on AG's Dashboard
  - (ii) AKB (iii)
  - (iii) AP 58(a)
  - (iv) AP 100
  - (v) AP 103
  - (vi) SFS Circular 2/2013
  - (vii) SFS Circular 3/2013.

Candidate Initiative (Initiative):

- ✓ Initiate quarterly meetings on compliance index.

IP1: Reserve Sufficient Area for Total Protected Area (TPA) and Permanent Forest Estate (PFE)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry; 1 million ha for Totally Protected Area (TPA); & 6 million ha for Permanent Forest Estate (PFE).

Intended Result(s):

- ✓ Sufficient area for Nature Conservation (TPA); Sufficient area for sustainable Production for Timber (PFE).

Candidate Measure (KPI):

- ✓ IP1M1: Percentage (%) of 200,000 ha of forest area approved by MMKN to be gazetted for Totally Protected Area (TPA) within one (1) year
- ✓ IP1M2: Percentage (%) of 280,000 ha of forest area approved by MMKN to be preliminary gazetted for PFE within one (1) year

Candidate Initiative (Initiative):

- ✓ Identify area for gazettement

IP2: Manage and Develop Forests for Economic Utilisation

Description: One of the Forest Department Policy Objectives is to manage and develop forests for economic utilization. The revenue generated from both the natural and planted forests contribute to the income of the State. Due to the depleting resources from our natural forests, planted forests will supplement and ensure adequate timber supply to the local timber industries for processing, and for export in the future.

Intended Result(s):

- ✓ **To achieve 1 million hectares of planted forests.**
- ✓ **To collect about RM100 millions of royalties annually from planted forests.**

Candidate Measure (KPI):

- ✓ **IP2M1: Percentage (%) increase of revenue due to the State from planted forests within one (1) year**

Candidate Initiative (Initiative):

- ✓ **Log production identity (LPI) data captured by computer system online**

IP3: Effective Enforcement and Regulation

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Number of Non-Compliance cases to be reduced as targeted.**
- ✓ **Effective and efficient enforcement and regulation.**

Candidate Measure (KPI):

- ✓ **IP3M1: Percentage (%) of reduction rate of non-compliance to forest ordinance, rules and license. conditions within one (1) year**
- ✓ **IP3M2: Percentage (%) of revenue leakages identified during revenue audit rectified within one (1) year.**
- ✓ **IP3M3: Percentage (%) of checking carried out on all license for Planted Forests (LPF) within one (1) year.**

Candidate Initiative (Initiative):

- ✓ **Record complaint**
- ✓ **Carry out field investigation promptly**

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Service Delivery & Efficiency Rating.**

Candidate Initiative (Initiative):

- ✓ **Maintain a proper and up-to-date record of sawmill licences.**
- ✓ **Analyse historical and current log production trends to support timely determination of quotas for new Forest Timber Licences within 21 working days.**
- ✓ **Maintain a proper and up-to-date record of visitors' applications and permits approval to ensure responses within seven working days.**
- ✓ **Maintain a proper and up-to-date complaints and investigation reports to ensure timely submission of Investigation Papers within one month.**
- ✓ **Obtain Half Yearly reports by Licence Planted Forest holders to facilitate field checks within the year.**
- ✓ **Implement regular monitoring, scheduled reviews, and corrective actions to ensure payments are checked and processed within nine working days.**

IP5: Enhance Research and Development (R&D) on Forest Resources and Conservation

Description: Research and Development Initiatives are formulated to meet the current and future needs in fundamental biodiversity conservation. The quality of R & D is further enhanced and improved.

Intended Result(s):

- ✓ **Number of papers published.**
- ✓ **Improved R & D facilities.**
- ✓ **Dissemination of research findings.**

Candidate Measure (KPI):

- ✓ **IP5M1: 5 Papers Research Papers Published within one (1) year**

Candidate Initiative (Initiative):

- ✓ **Monitor research activities progress quarterly**

IP6: Enhance Inter Agency Collaboration

Description: The main purpose is to resolve issues and streamline operations among different agencies pertaining to international and local forestry issues.

Intended Result(s):

- ✓ **Pressing and pertinent issues are resolved as targeted.**
- ✓ **Work efficiency and effectiveness are improved as a result.**
- ✓ **Smart partnership.**
- ✓ **Optimal land use.**

Candidate Measure (KPI):

- ✓ **IP6M1: Percentage (%) of inter-agency issues resolved during inter agency meetings within one (1) year**

Candidate Initiative (Initiative):

- ✓ **Track all international projects & issues that require inter-agency meeting**

LG1: Enhance Staff Competency

Description: To improve the competency of staff required for the job & attain at least forty-two (42) hours of training per year.

Intended Result(s):

- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **LG1M1: Percentage (%) of staff attending at least forty-two (42) hours training in one (1) year**

Candidate Initiative (Initiative):

- ✓ **Conduct Competency Profile for staff at Forest Department Headquarters Office**

LG2: Enhance Strategic Job Skills

Description: To measure the % of strategic officers trained in strategic skills to manage their strategic processes

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**

Candidate Measure (KPI):

- ✓ **LG2M1: % of Training Achievement Score for identified Strategic Officer**

Candidate Initiative (Initiative):

- ✓ **Conduct Competency Profile for staff at Forest Department Headquarters Office**

LG3: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ More conducive working environment.
- ✓ Better teamwork and networking.

Candidate Measure (KPI):

- ✓ LG3M1: Internal Cultural Rating
- ✓ LG3M2: Number of activities related to SCS Shared Value Elements

Candidate Initiative (Initiative):

- ✓ Proper scheduling of the meeting.

LG4: Leverage on ICT

Description: The main purpose is to ensure that our staff can use e-government applications efficiently such as LMS, e-prestasi, e-mail.

Intended Result(s):

- ✓ Usage targets are met;
- ✓ Staff become more ICT literate.
- ✓ Skill and efficiency of staff are improved.
- ✓ More online services.

Candidate Measure (KPI):

- ✓ LG4M1: Percentage (%) of staff using Sarawaknet email within one (1) year
- ✓ LG4M2: Percentage (%) of staff using on-line application within one (1) year

Candidate Initiative (Initiative):

- ✓ Personal record on the usage of e-application (e-prestasi, LMS and e-mail).

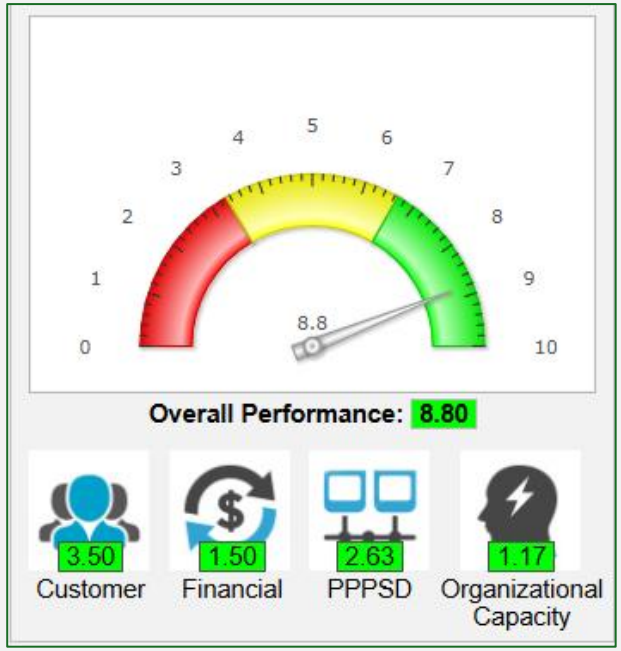
2014 PERFORMANCE RESULTS

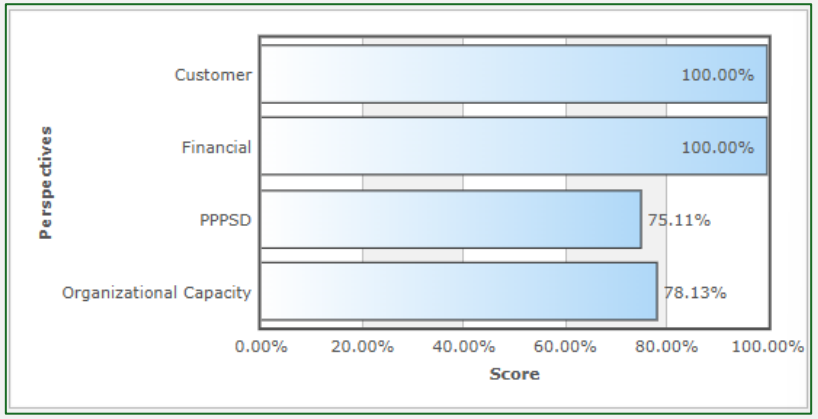
18 Indicators	16 Achieved	8.8 / 10 Overall Performance

CS1M1	96.20%	LG1M1	90.59%
F1M1	100%	LG2M1	96.04%
F2M1	100%	LG3M1	96.80%
IP1M1	92.21%	LG3M2	4
IP1M2	82.67%	LG4M1	78.62%
IP2M1	63.16%	LG4M2	97.52%
IP3M1	152.41%		
IP3M2	100%		
IP3M3	100%		
IP4M1	90.47%		
IP5M1	100%		
IP6M1	100%		

ACHIEVED NOT ACHIEVED

2014 Dashboard





2015
SCORECARD ACHIEVEMENT

Overall Score of 8.21/10

Customer Perspective
This success was primarily driven by a perfect 100% score in the Customer perspective

Financial Perspective
Financial performance remained solid at 79.67%

PPPSD Perspective
The primary area for improvement was PPPSD, which lagged at 61.03% and carried a "Warning" status; addressing these strategic development gaps was essential to maintaining the department's balanced growth and upward trajectory.

Organisational Capacity Perspective
A high 91.87% in Organizational Capacity, reflecting excellent stakeholder satisfaction and a robust internal foundation during that period.



2015

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) This perspective continues to evaluate the **department's performance in serving its customers and stakeholders**, focusing on how well JHS meets expectations in terms of service delivery, responsiveness, professionalism, and Client Charter standards. In 2015, the KPI measures the **Customer Satisfaction Rating**, assessing whether targeted satisfaction levels were met or exceeded.	1	1
Financial Perspective (15%) In 2015, this perspective evaluates two critical areas: (1) **Financial compliance** through the Financial Management Compliance Index, which covers AG's Dashboard, AKB, AP58(a), AP100, AP103, and SFS Circulars; and (2) **Prudent Budget Management**, focusing on the effective utilisation of OPEX. The aim is to ensure regulatory accountability, minimise financial non-compliance risks, and maintain efficient expenditure control.	2	2
Process / Program / Project / Service Delivery Perspective (35%) This perspective evaluates **the effectiveness and efficiency of JHS's core operational and regulatory functions**. In 2015, it covers: service delivery efficiency; progress toward gazettement of TPA and PFE; enforcement performance (including reduction of forest offences); reforestation and planting programme achievement; and quality of inter-agency collaboration. The aim is to strengthen sustainable forest management, regulatory enforcement, operational excellence, and collaborative problem-solving.	4	6
Organizational Capacity Perspective (15%) This perspective evaluates the **development of staff capability, organisational culture, and digital readiness**. The 2015 KPIs cover training-hour compliance, strategic job skill enhancement, internal cultural rating and shared-value activities, and the adoption of ICT—specifically Sarawaknet email usage and online applications. The goal is to strengthen human capital, embed shared values, and support digital transformation within the department.	4	6
	11	**15**

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Address external customer needs.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ Maximum benefit achieved with optimal budget utilisation.
- ✓ Completion of all the annual programmes and activities set.

Candidate Measure (KPI):

- ✓ F1M1: Percentage (%) of Utilisation of OPEX Budget.

Candidate Initiative (Initiative):

- ✓ Initiate quarterly meetings on expenditure performance.

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Financial Management Compliance Index:
  - (i) Listing on AG's Dashboard
  - (ii) AKB
  - (iii) AP 58(a)
  - (iv) AP 100
  - (v) AP 103
  - (vi) SFS Circular 2/2013
  - (vii) SFS Circular 3/2013.

Candidate Initiative (Initiative):

- ✓ Initiate quarterly meetings on compliance index.

IP1: Reserve Sufficient Area for Total Protected Area (TPA) and Permanent Forest Estate (PFE)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry; 1 million ha for Totally Protected Area (TPA); & 6 million ha for Permanent Forest Estate (PFE).

Intended Result(s):

- ✓ Sufficient area for Nature Conservation (TPA); Sufficient area for sustainable Production for Timber (PFE).

Candidate Measure (KPI):

- ✓ IP1M1: Percentage (%) of 200,000 ha of forest area approved by MMKN to be gazetted for Totally Protected Area (TPA) within one (1) year
- ✓ IP1M2: Percentage (%) of 280,000 ha of forest area approved by MMKN to be preliminary gazetted for PFE within one (1) year

Candidate Initiative (Initiative):

- ✓ Identify area for gazettement

IP2: Effective Enforcement and Regulation

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Number of Non-Compliance cases to be reduced as targeted.**
- ✓ **Effective and efficient enforcement and regulation.**

Candidate Measure (KPI):

- ✓ **IP2M1: Percentage (%) decrease in forest offence by 20% out of cases detected in 2014**
- ✓ **IP2M2: Percentage (%) of forest area planted out of projected planting for year 2015**

Candidate Initiative (Initiative):

- ✓ **Record complaint**
- ✓ **Carry out field investigation promptly**

IP3: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP3M1: Service Delivery & Efficiency Rating.**

Candidate Initiative (Initiative):

- ✓ **Maintain a proper and up-to-date record of sawmill licences.**
- ✓ **Analyse historical and current log production trends to support timely determination of quotas for new Forest Timber Licences within 21 working days.**
- ✓ **Maintain a proper and up-to-date record of visitors' applications and permits approval to ensure responses within seven working days.**
- ✓ **Maintain a proper and up-to-date complaints and investigation reports to ensure timely submission of Investigation Papers within one month.**
- ✓ **Obtain Half Yearly reports by Licence Planted Forest holders to facilitate field checks within the year.**
- ✓ **Implement regular monitoring, scheduled reviews, and corrective actions to ensure payments are checked and processed within nine working days.**

IP4: Enhance Inter Agency Collaboration

Description: The main purpose is to resolve issues and streamline operations among different agencies pertaining to international and local forestry issues.

Intended Result(s):

- ✓ **Pressing and pertinent issues are resolved as targeted.**
- ✓ **Work efficiency and effectiveness are improved as a result.**
- ✓ **Smart partnership.**
- ✓ **Optimal land use.**

Candidate Measure (KPI):

- ✓ **IP4M1: Percentage (%) of inter-agency issues resolved during inter agency meetings within one (1) year**

Candidate Initiative (Initiative):

- ✓ **Track all international projects & issues that require inter-agency meeting**

LG1: Enhance Staff Competency

Description: To improve the competency of staff required for the job & attain at least forty-two (42) hours of training per year.

Intended Result(s):

Candidate Measure (KPI):

- ✓ **LG1M1: Percentage (%) of staff attending at least forty-two (42) hours training in one (1) year**

Candidate Initiative (Initiative):

LG2: Enhance Strategic Job Skills

Description: To measure the % of strategic officers trained in strategic skills to manage their strategic processes

Intended Result(s):

Candidate Measure (KPI):

- ✓ **LG2M1: % of Training Achievement Score for identified Strategic Officer**

Candidate Initiative (Initiative):

LG3: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

Candidate Measure (KPI):

- ✓ **LG3M1: Internal Cultural Rating**
- ✓ **LG3M2: Number of activities related to SCS Shared Value Elements**

Candidate Initiative (Initiative):

LG4: Leverage on ICT

Description: The main purpose is to ensure that our staff can use e-government applications efficiently such as LMS, e-prestasi, e-mail.

Intended Result(s):

Candidate Measure (KPI):

- ✓ **LG4M1: Percentage (%) of staff using Sarawaknet email within one (1) year**
- ✓ **LG4M2: Percentage (%) of staff using on-line application within one (1) year**

Candidate Initiative (Initiative):

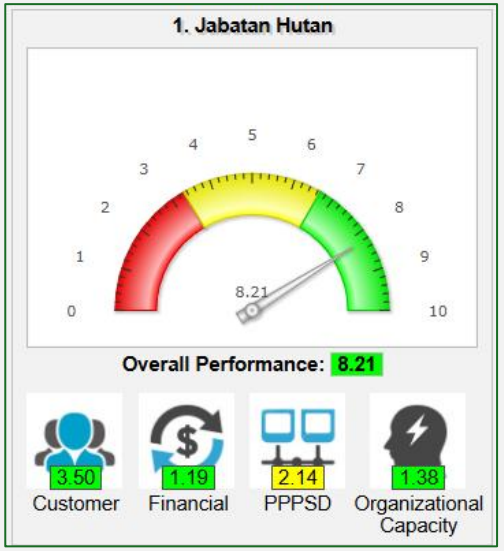
2015 PERFORMANCE RESULTS

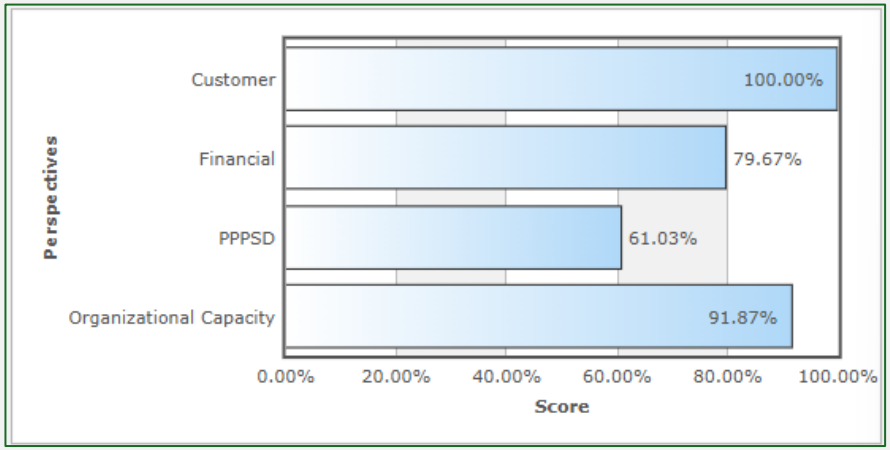
15 Indicators	13 Achieved	8.21 / 10 Overall Performance

CS1M1	96.20%	✓	LG3M2	8	✓
F1M1	98.54%	✓	LG4M1	86.07%	✓
F2M1	77.78%	⚠	LG4M2	99.55%	✓
IP1M1	81.11%	✓			
IP1M2	88.82%	✓			
IP2M1	62.37%	✓			
IP2M2	88.19%	✓			
IP3M1	83.88%	⚠			
IP4M1	16	✓			
LG1M1	89.29%	✓			
LG2M1	100%	✓			
LG3M1	97%	✓			

✓ ACHIEVED ⚠ NOT ACHIEVED

2015 Dashboard





2016
SCORECARD ACHIEVEMENT

Overall Score of 8.88/10

Customer Perspective
Exceeded target at 116.67%

Financial Perspective
Increased to 84.27%

PPPSD Perspective
Significant progress which rose to 82.32%

Organisational Capacity Perspective
Dropped to 55.60%

> **To sustain this upward trajectory, the department must now prioritize rebuilding internal capacity and infrastructure to match its high external service delivery and improved strategic program execution.**



2016

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) The Customer Perspective in 2016 continues to evaluate the **effectiveness and quality of service delivery to customers and stakeholders**. The sole KPI—*Customer Satisfaction Rating*—measures how well JHS meets expectations in terms of service effectiveness, responsiveness, professionalism, and adherence to Client Charter commitments. The aim is to ensure continued trust and satisfaction with JHS services.	**1**	**1**
Financial Perspective (15%) In 2016, the Financial Perspective has two major focuses: **Prudent Budget Management and Regulatory Compliance**. The KPIs assess: (1) utilisation of OPEX, State Development, and Federal Development budgets, ensuring optimal financial execution, and (2) compliance with standards under the **Accountability Index and Financial Management Compliance Index**. The aim is to strengthen financial discipline, maximise resource allocation, and maintain high accountability in line with financial regulations.	**2**	**5**
Process / Program / Project / Service Delivery Perspective (35%) This is the most comprehensive perspective in 2016, evaluating the **department's core operational, regulatory, and programme-based functions**. The KPIs measure: gazettement progress for TPA and PFE; number of enforcement operations; reforestation progress; forest certification readiness; service delivery efficiency; R&D output; and inter-agency collaboration on international matters. The aim is to ensure strong forest governance, sustainable resource management, effective enforcement, scientific advancement, and coordinated engagement with external stakeholders.	**6**	**9**
Organizational Capacity Perspective (15%) The Organisational Capacity Perspective in 2016 evaluates **workforce competency, organisational culture, and internal alignment with shared values**. KPIs track staff achievement of SCS training hour requirements, internal cultural rating, and activities related to SCS Shared Values. The aim is to strengthen employee capability, embed positive organisational culture, and improve workforce readiness to support departmental objectives.	**2**	**3**
	11	**18**

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Address external customer needs.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ Maximum benefit achieved with optimal budget utilisation.
- ✓ Completion of all the annual programmes and activities set.

Candidate Measure (KPI):

- ✓ F1M1: Percentage (%) of Utilisation of OPEX Budget.
- ✓ F1M2 : Percentage (%) of Utilisation of State Development Budget.
- ✓ F1M3 : Percentage (%) of Utilisation of Federal Development Budget.

Candidate Initiative (Initiative):

- ✓ Initiate quarterly meetings on expenditure performance
- ✓ Monitoring of Project Expenditure performance through SIFBAS and Sarawak Monitor
- ✓ Monitoring of Project Expenditure performance through e-SPKB

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Accountability Index
- ✓ F2M2: Financial Management Compliance Index.

Candidate Initiative (Initiative):

- ✓ Proper and continuously monitor compliance with all the procedures and regulations
- ✓ Initiate quarterly meetings on compliance index

IP1: Reserve Sufficient Area for Total Protected Area (TPA) and Permanent Forest Estate (PFE)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry; 1 million ha for Totally Protected Area (TPA); & 6 million ha for Permanent Forest Estate (PFE).

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient area for Nature Conservation (TPA); Sufficient area for sustainable Production for Timber (PFE).	✓ IP1M1: Total area of TPA approved by Cabinet and submitted for gazettement (Initial). ✓ IP1M2: Total area of TPA approved by Cabinet and submitted for gazettement (Final).	✓ Compile records and status of proposed TPA ✓ Comply with improved procedures under KFA for TPA ✓ Monitoring, meeting/ discussion with relevant agency & officers ✓ Dialogue with local communities on the proposed TPA
	✓ IP1M3: Total area of PFE approved by Minister for Resource Planning and Environment and submitted for gazettement.	✓ Compile records and status of proposed PFE ✓ Monitoring, meeting/ discussion with relevant agency & officers

IP2: Effective Enforcement and Regulation

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Number of Non-Compliance cases reduced**
- ✓ **Number of complaints through Talikhidmat reduced**
- ✓ **Number of cases reduced.**
- ✓ **Volume of timber seized reduced.**
- ✓ **Planting target achieved**

Candidate Measure (KPI):

- ✓ **IP2M1: Number of operations conducted in order to prevent forest offences.**
- ✓ **IP2M2: Percentage (%) of forest area planted out of projected planting for year 2016**

Candidate Initiative (Initiative):

- ✓ **To prevent forest offences through continuous operation.**
- ✓ **Obtain summary of quarterly report and half yearly report within specified period**

IP3: Forest Certification

Description: To ensure that the forest resources are managed for the sustainable production of timber and non- timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):

- ✓ **Forest Management Certification**
- ✓ **Better management of our forest**

Candidate Measure (KPI):

- ✓ **IP3M1: Number of Forest Management Plan (FMP) submitted out of target number for forest management certification**

Candidate Initiative (Initiative):

- ✓ **Close monitoring of submission of FMP**

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Service Delivery and Efficiency Rating**

Candidate Initiative (Initiative):

- ✓ **renewal of sawmill licences**
- ✓ **renewal registration of forest Timber License**
- ✓ **application for log quota of Forest Timber Licence (FTL)**
- ✓ **application for land use information replied**
- ✓ **renewal of Swiftlets Farming Licence**
- ✓ **application of CITES certificates processed**
- ✓ **application to visit National Parks, Wildlife Sanctuary and Nature Reserve replied**
- ✓ **complaint field checked and investigated**
- ✓ **Investigation Paper (IP) submitted to Protection and Enforcement Division (PED)**

IP5: Enhance R & D in Conservation and Management of Forest Resources

Description: Research and Development Initiatives are formulated to meet the current and future needs in fundamental biodiversity conservation. The quality of R & D is further enhanced and improved.

Intended Result(s):

- ✓ **Monitor number of Research papers published quarterly**

Candidate Measure (KPI):

- ✓ **IP5M1: 5 Research Papers Published within one (1) year**

Candidate Initiative (Initiative):

- ✓ **Monitor Number of Research Papers Published Quarterly**

IP6: Enhance Inter Agency Collaboration

Description: The main purpose is to initiate discussions and sharing of information and issues among different agencies pertaining to international forestry issues

Intended Result(s):

- ✓ **Knowledge sharing between agencies is enhanced**
- ✓ **Work efficiency and effectiveness are improved**
- ✓ **Smart partnership**

Candidate Measure (KPI):

- ✓ **IP6M1: Percentage (%) of inter-agency meetings / seminars / workshops addressing on international matters initiated within one (1) year**

Candidate Initiative (Initiative):

- ✓ **To identify issues or information needed to be discussed or shared with other agencies.**
- ✓ **Implement collective decision taken and reporting**

OC1: Enhance Staff Competency

Description: To improve the competency of staff required for the job & attain at least forty-two (42) hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Conduct Training Monthly**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**
- ✓ **OC2M2: Number of activities related to SCS Shared Value Elements**

Candidate Initiative (Initiative):

- ✓ **Proper scheduling of the meeting.**
- ✓ **Proper scheduling of the meeting.**

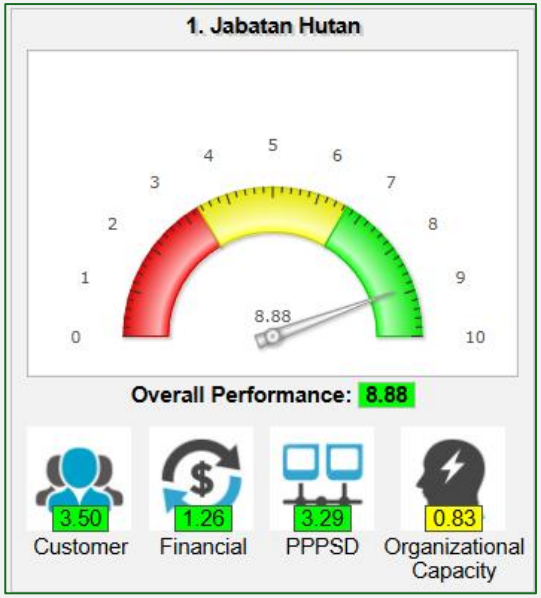
2016 PERFORMANCE RESULTS

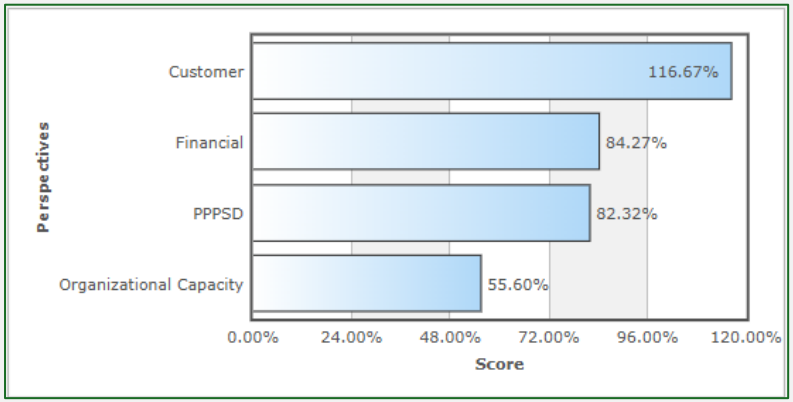
18 Indicators	16 Achieved	8.88 / 10 Overall Performance

CS1M1	95.70%	IP5M1	10
F1M1	97.7%	IP6M1	100%
F1M2	79.83%	OC1M1	55.40%
F1M3	90.66%	OC2M1	98.80%
F2M1	4	OC2M2	8
F2M2	81.25%		
IP1M1	74,227ha		
IP1M2	82,434ha		
IP1M3	112,481ha		
IP2M1	21		
IP3M1	8		
IP4M1	97.78%		

ACHIEVED NOT ACHIEVED

2016 Dashboard





2017
SCORECARD ACHIEVEMENT

Overall Score of 8.16/10

Customer Perspective
Achieved an excellent 100% score in the Customer perspective

Financial Perspective
Remained functional at 66.67%

PPPSD Perspective
Continued growth in PPPSD, which reached its highest level yet at 89.82%.

Organisational Capacity Perspective
Declined significantly to 37.80%, remaining in the "Warning" zone

This suggests that while external service delivery and strategic programs are performing at peak levels, the department must urgently address internal resource and capacity constraints to prevent long-term operational



2017

Perspectives

Customer Perspective (35%)

The Customer Perspective in 2017 continues to evaluate the **department's performance in delivering high-quality, responsive, and customer-focused services**. Through the Customer Satisfaction Rating KPI, the aim is to measure how effectively JHS delivers public-facing services, the level of stakeholder confidence, and the extent to which Client Charter commitments are achieved.

Financial Perspective (15%)

In 2017, the Financial Perspective evaluates two major areas: **Prudent Budget Management and Financial Regulatory Compliance**. KPIs measure: (1) the utilisation of OPEX, State Development, and Federal Development budgets to ensure efficient use of allocated funds; and (2) compliance with financial standards through the Electronic Compliance Self-Assessment (eCSA) and the **Financial Management Compliance Index**. The aim is to ensure financial discipline, effective expenditure control, and adherence to regulatory and governance requirements.

Process / Program / Project / Service Delivery Perspective (35%)

This perspective assesses the **effectiveness, sustainability, and operational strength of JHS's programmes and core forestry functions**. In 2017, the KPIs evaluate: sustainable forest management (FMU certification, community/social forestry, forest planting, and system development activities), enforcement efficiency (GEEI index, laws reviewed, aerial operations), effective management of PFE/TPA (gazettement progress, CHM data updates, management plans), service delivery efficiency, research output (papers, plots, PSPs), data updates in BRAHMS, and inter-agency collaboration on environmental and international platforms. The aim is to strengthen forest governance, accelerate sustainable development, improve regulatory effectiveness, and support scientific and stakeholder-driven initiatives.

Organizational Capacity Perspective (15%)

In 2017, the Organisational Capacity Perspective evaluates staff competency development, cultural strengthening, HR data accuracy, and technology skill enhancement. KPIs measure: achievement of SCS training hours, internal cultural rating, shared values activities, HR data accuracy, and specialised training in advanced technology. The aim is to develop a capable, data-driven, value-oriented workforce with enhanced technical proficiency and readiness to support departmental objectives.

	Number of Strategic Objectives	Number of KPIs
	1	1
	2	5
	6	19
	4	5
	13	30

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire.
- ✓ Set up Working Committee
- ✓ Distribute questionnaire for external customer to respective RFO, Branch at HQ level and PHB
- ✓ Conduct field/survey checking:
- ✓ Collected all questionnaire from respective RFO, Branch at HQ level and PHB.
- ✓ Compilation the data and prepare report
- ✓ Inform all related RFO, Branch at HQ level and PHB

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**

Candidate Initiative (Initiative):

- ✓ **Meeting for distribution 2017 approved allocation**
- ✓ **Sorting & Compiling expenditure details by Programs & Series**
- ✓ **Analysing & Preparing Quarterly Financial Report**
- ✓ **Quarterly Meeting (Jawatankuasa Pengurusan Kewangan & Akaun)**
- ✓ **Intervention based on 3rd Quarter performance only**
- ✓ **Distribution of Minutes of Meeting for actions.**
- ✓ **Final Meeting to analyse and report 2017 performance**
- ✓ **Scoring on achievement of Quarterly Financial Performance**

- ✓ **F1M2 : Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3 : Percentage (%) of Utilisation of Federal Development Budget.**

- ✓ **Receiving warrant from NRE;**
- ✓ **Requesting all Project Officer to prepare Detailed Quarterly Reports;**
- ✓ **Receiving reports from all Project Officer ;**
- ✓ **Sorting & Compiling expenditure details by project;**
- ✓ **Analysing & Preparing Quarterly Financial Report**
- ✓ **Quarterly Meeting ;**
- ✓ **Intervention based on 3rd Quarter performance only;**
- ✓ **Distribution of Minutes of Meeting for actions;**
- ✓ **Final Meeting to analyse and report 2017 performance;**
- ✓ **Scoring on achievement of Quarterly Financial Performance ;**
- ✓ **Monthly Meeting : Jawatankuasa Tindakan Pembangunan Kementerian (JTPK) NRE**

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ To comply to eCSA criteria guidelines by IACMO ✓ To do self audit at least once a year ✓ To take corrective actions on findings ✓ To ensure compliance to Treasury Instructions, Financial Circulars, eCSA checklist, Asset and Store Management Circular. ✓ Briefing session for focal persons on eCSA criteria ✓ Progress report quarterly
	✓ F2M2: Financial Management Compliance Index.	✓ Initiate quarterly meetings on compliance index: ✓ Progress report quarterly

IP1: Enhance Sustainable Forest Management (SFM)

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):

- ✓ Forest Management Certification.
- ✓ Better management of our forest
- ✓ Planting target achieved.

Candidate Measure (KPI):

- ✓ IP1M1: Number of Forest Management Unit (FMU) certified.

Candidate Initiative (Initiative):

- ✓ Issue reminder letters for submission of amended Forest Management Plan
- ✓ Study and recommend FMP for approval
- ✓ Field checking/assessment to Forest Management Unit
- ✓ Conduct meeting on Forest Management Certification
- ✓ Prepare Half-Yearly KPI reports

Candidate Measure (KPI):

- ✓ **IP1M2: Percentage (%) forest area planted out of projected planting of the year 2017 (20,000 Ha.).**

Candidate Initiative (Initiative):

- ✓ **Issue reminder letters for submission of summary of Quarterly report and Half Yearly report**
- ✓ **Check records on summary of Quarterly report and Half Yearly report**
- ✓ **Remind LPF who has not submitted their summary of Quarterly report and Half Yearly report**
- ✓ **Random satellite imagery/field verification**
- ✓ **Prepare Quarterly KPI reports**
- ✓ **Termination of LPF License those who are not performing after 3 years**

Candidate Measure (KPI):

- ✓ **IP1M3: Number of social forestry and community program implemented.**

Candidate Initiative (Initiative):

- ✓ **Determine social-forestry activities:**
- ✓ **Identify targeted area**
- ✓ **Engagement with communities' sessions**
- ✓ **Implement the program & activities**
- ✓ **Prepare, produce and submit report**

IP2: Effective Enforcement and Regulation

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Number of Non-Compliance cases reduced**
- ✓ **Number of complaints through Talikhidmat reduced**
- ✓ **Number of cases reduced.**
- ✓ **Volume of timber seized reduced.**

Candidate Measure (KPI):

- ✓ **IP2M1: Ground Enforcement Efficiency Index (GEEI).**

Candidate Initiative (Initiative):

- ✓ **Land:**
- ✓ **Patrolling, roadblock, inspection/raid in log pond, timber processing plant…**
- ✓ **River:**
- ✓ **River blockade, river patrol, export point check station…**
- ✓ **Progress meeting every quarterly.**
- ✓ **Collate and prepare report every quarterly.**
- ✓ **Operation to be published in papers.**
- ✓ **Identify & forward to SAG 10 prominent & high-profile cases.**

Candidate Measure (KPI): ✓ **IP2M2: Number of laws/ rules/ regulations/ policy/ procedures on management reviewed or formulated.**	**Candidate Initiative (Initiative):** ✓ **Review the existing or the need to formulate new Law/ Rules/Regulation/Policy:** ✓ **To conduct meeting / discussion/workshop with relevant departments/ agencies** ✓ **To prepare and submit policy paper / kertas MMKN to MRPE**
✓ **IP2M3: Aerial operation conducted for PFE Sarawak.**	✓ **Desktop analysis on targeted area** ✓ **Carry out aerial surveillance on all forested PFE/ TPA** ✓ **Conduct aerial operations on Forest Management Certification (FMC) license area** ✓ **Conduct ground operation to follow-up the aerial surveillance** ✓ **Report compilation every quarterly.**

IP3: Effective Management of Permanent Forest Estate (PFE) & Totally Protected Area (TPA)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient area for sustainable Production for Timber (PFE).	✓ IP3M1: Total area of proposed PFE submitted to Ministry for Resource Planning and Environment for initial gazettement.	✓ Identify area to be gazetted ✓ Determine total area that needs to be gazetted ✓ Review relevant process and procedure
✓ Sufficient area for Nature Conservation (TPA)	✓ IP3M2: Percentage of PFE data updated for Clean House Mechanism (CHM) in Kuching region.	✓ Collection & compilation of PFE records (gazettement, excision & revocation) ✓ Reviewing & adjusting PFE records (manual & GIS) ✓ Updating of data
	✓ IP3M3: Total area of TPA approved by Cabinet and submitted for gazettement (Initial). ✓ IP3M4: Total area of TPA approved by Cabinet and submitted for gazettement (Final).	✓ Compile records and status of proposed TPA ✓ Comply with improved procedures under KFA for TPA ✓ Monitoring, meeting/ discussion with relevant agency & officers ✓ Dialogue with local communities on the proposed TPA
	✓ IP3M5: Number of management plan for effective management of TPA drafted or prepared.	✓ To prepare management plan for TPA management.

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Service Delivery and Efficiency Rating**

Candidate Initiative (Initiative):

- ✓ **Percentage of approval of mills layout plan amendment within 14 working days (Sue)**
- ✓ **Percentage of registration of new contractors for forest timber license within 14 working days (Lindsay)**
- ✓ **Percentage (%) of application for log quota of Forest Timber License (FTL) dealt within 21 working days. (Abdul Rani)**
- ✓ **Percentage (%) of application for land use information replied within 18 working days (Abdul Rani)**
- ✓ **Percentage (%) of forest offence complaint responded within 24 hours. (Asminie Wati)**
- ✓ **Percentage (%) IP submitted to PED within 30 days. (Denny)**
- ✓ **Percentage (%) of research proposals responded within 14 working days (Angel Kho)**
- ✓ **Percentage (%) of departmental on-line (Tali-Khidmat/ email) complaints/ request of information responded within three (3) days (Wellson Ngelai)**

IP5: Enhance R & D in Conservation and Management of Forest Resources

Description: Research and Development Initiatives are formulated to meet the current and future needs in fundamental biodiversity conservation. The quality of R & D is further enhanced and improved.

Intended Result(s):

- ✓ Number of papers published
- ✓ Improved R & D facilities
- ✓ Dissemination of research findings.

Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ IP5M1: Number of Research Papers, reports or posters presented, submitted or published within one (1) year.	✓ Prepare Project Proposal ✓ Conduct field work & data collection ✓ Lab work & data analysis ✓ Paper preparation ✓ Paper published
✓ IP5M2: Percentage of data updated out of specimen collected in Botanical Research & Herbarium Management System (BRAHMS).	✓ Conduct field work ✓ Collect standard & quality specimen ✓ Specimen preparation ✓ Data entry ✓ Data cleaning & updating
✓ IP5M3: Number of research ecological plots established.	✓ Select potential site based on forest types ✓ Ground survey ✓ Establish research ecological plot ✓ Record information ✓ Identification work ✓ Data entry & analysis
✓ IP5M4: Number of Permanent Sample Plots (PSP) monitored.	✓ Select established PSPs ✓ Carry out assessment ✓ Data entry & analysis ✓ Prepare report

IP6: Enhance Inter Agency Collaboration

Description: The main purpose is to initiate discussions and sharing of information and issues among different agencies pertaining to international forestry issues

Intended Result(s):

- ✓ Knowledge sharing between agencies is enhanced
- ✓ Work efficiency and effectiveness are improved
- ✓ Smart partnership

Candidate Measure (KPI):

- ✓ IP6M1: Percentage (%) of inter-agency meetings / seminars / workshops addressing on international matters initiated within one (1) year
- ✓ IP6M2: Number of international/national seminar, workshop conducted within one (1) year.

Candidate Initiative (Initiative):

- ✓ Identify relevant stakeholder to collaborate with
- ✓ Set-up working committee
- ✓ Conduct inter-agency meeting
- ✓ Implement plan programs or activities
- ✓ Prepare quarterly programs reports
- ✓ Prepare schedule
- ✓ Set-up working committee & determine venue
- ✓ Facilitate seminar or workshop
- ✓ Recording feedback, solution or action taken
- ✓ Compilation of data & preparation of report
- ✓ Submission of report

OC1: Enhance Staff Competency

Description: To improve the competency of staff required for the job & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Prepare and distribute Training Needs Analysis (TNA)**
- ✓ **Analysis and compiling**
- ✓ **Training preparation and conducting**
- ✓ **Documentation**
- ✓ **Submission**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**
- ✓ **OC2M2: Number of activities related to SCS Shared Value Elements**

Candidate Initiative (Initiative):

- ✓ **Prepare schedule and focus of briefing**
- ✓ **Set up Working Committee and decided venue**
- ✓ **Inform respective RFO, Branch at HQ level and PHB**
- ✓ **Record all the feedback from staff and solution**
- ✓ **Compilation the data and prepare report**
- ✓ **Inform the staff about the solution**
- ✓ **Conduct outreach programs**
- ✓ **Majlis Bersama Pengarah x 4**

OC3: Enhance HR Data Accuracy

Description: To improve the accuracy of HR data in GEMS. To improve the implementation of Performance Appraisal in ePrestasi. To improve the implementation of Asset Declaration in GEMS.

Intended Result(s):

- ✓ **High HR Data Accuracy**

Candidate Measure (KPI):

- ✓ **OC3M1: HR data accuracy rate**

Candidate Initiative (Initiative):

- ✓ **Hari Bersama Pegawai**

OC4: Leverage on Advanced Technology Skill

Description: To train staff in advanced technology application.

Intended Result(s):

- ✓ **The higher number of specialized trainings in advanced technology conducted the better.**

Candidate Measure (KPI):

- ✓ **OC4M1: Number of specialized trainings in advanced technology conducted**

Candidate Initiative (Initiative):

- ✓ **Training preparation and conducting**
- ✓ **Documentation**
- ✓ **Reporting and Submission**

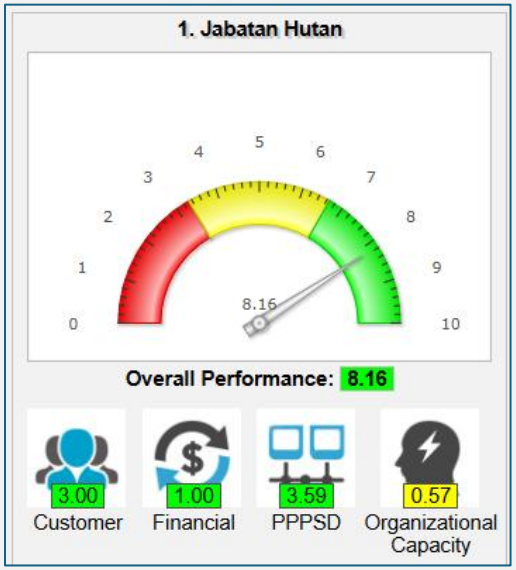
2017 PERFORMANCE RESULTS

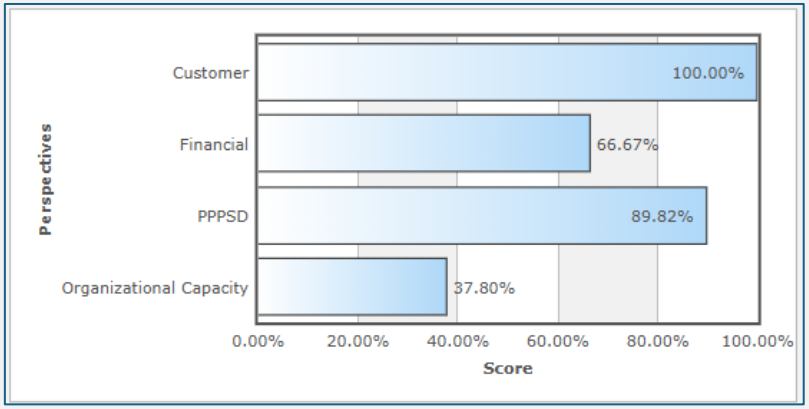
18 Indicators	15 Achieved	8.16 / 10 Overall Performance

CS1M1	93.55%	✓	IP4M1	97.78%	✓
F1M1	99.80%	✓	IP6M1	10	✓
F1M2	85.26%	✓	OC1M1	55.40%	⚠
F1M3	98.61%	✓	OC2M1	98.80%	✓
F2M1	93.40%	✓	OC2M2	8	✓
F2M2	68.75%	⚠			
IP1M1	0	⚠			
IP1M2	81.74%	✓			
IP1M3	66	✓			
IP2M1	21	✓			
IP2M2	82.19%	✓			
IP3M1	8	✓			

✓ ACHIEVED ⚠ NOT ACHIEVED

2017 Dashboard





2018
SCORECARD ACHIEVEMENT

Overall Score of 7.56/10

Customer Perspective
Achieved a perfect 100.00% score

Financial Perspective
Remained functional at 66.27%

PPPSD Perspective
Remained functional at 66.20%

Organisational Capacity Perspective
Organizational Capacity saw a slight recovery to 60.33% compared to the 2017 dip, it remained in the "Warning" zone

The department's consistent success in customer satisfaction continues to be the primary anchor for its total performance rating



2018

Perspectives

	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) The Customer Perspective in 2018 continues to assess the **department's service quality, public engagement effectiveness, and overall satisfaction level** among stakeholders. Using the Customer Satisfaction Rating as the central KPI, the intention is to determine how effectively JHS meets customer expectations in terms of responsiveness, service standards, professionalism, and alignment with Client Charter commitments.	1	1
Financial Perspective (15%) In 2018, the Financial Perspective evaluates both **financial performance and regulatory compliance**. The KPIs measure OPEX utilisation, State Development Budget utilisation, and Federal Development Budget utilisation to ensure effective and accountable spending. Additional KPIs—eCSA Score, Financial Management Compliance Index, and Accountability Index—assess the department's adherence to financial regulations, internal controls, and governance standards. The aim is to maintain prudent budgeting, strong compliance, and disciplined financial management.	2	6
Process / Program / Project / Service Delivery Perspective (35%) The PPPSD Perspective in 2018 is highly comprehensive and evaluates the **effectiveness, sustainability, and innovation of JHS's core forestry functions**. KPIs measure: SFM (FMU/FPMU certifications, forest planting, STLVS verification, new revenue sources); enforcement (policy/procedure development, land/river operations, aerial operations, investigation papers); management of PFE & TPA (gazettement, restoration programs, plans, stakeholder engagements); service delivery systems; forestry data management (CHM updates); R&D outputs (papers, reports, plots, PSPs); stakeholder engagements; international and national recognition; collaboration programmes; and adoption of technology The aim is to strengthen forest governance, expand sustainable management systems, support conservation, improve service delivery, enhance scientific research, and modernize operations through digital and technological solutions.	7	29
Organizational Capacity Perspective (15%) The Organisational Capacity Perspective in 2018 evaluates **the department's capability to develop its workforce, enforce shared values, and strengthen internal organisational culture**. KPIs assess the achievement of SCS training hours, initiatives supporting strategic resource development and succession planning, and internal cultural rating. The intention is to build a skilled, motivated, value-driven workforce that is prepared to support long-term organisational goals.	2	3
	12	39

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire.
- ✓ Set up Working Committee
- ✓ Distribute questionnaire for external customer to respective RFO, Branch at HQ level and PHB
- ✓ Conduct field/survey checking:
- ✓ Collected all questionnaire from respective RFO, Branch at HQ level and PHB.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2 : Percentage (%) of Utilisation of State Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Meeting for distribution 2018 approved allocation**
- ✓ **Print vote ledger for all PTJ for quarter reporting purposes**
- ✓ **Sorting and compiling expenditure details by programs and series**
- ✓ **Analyze and prepare quarterly financial performance summary**
- ✓ **Quarterly meeting**
- ✓ **Applying warrant (approved allocation) to Ministry of Urban Development and Natural Resource (MUDeNR)**
- ✓ **Receiving warrant from MUDeNR Requesting all project officer to prepare detailed quarterly reports Receiving reports from all project officer**
- ✓ **Sorting and compiling expenditure details by project**

	✓ **F1M3 : Percentage (%) of Utilisation of Federal Development Budget.**	✓ **Receiving warrant from NRE** ✓ **Requesting all Project Officer to prepare Detailed Quarterly Reports** ✓ **Receiving reports from all Project Officer** ✓ **Sorting & Compiling expenditure details by project** ✓ **Analysing & Preparing Quarterly Financial Report Quarterly Meeting**

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.
- ✓ F2M2: Financial Management Compliance Index.

Candidate Initiative (Initiative):

- ✓ Compliance with financial and accounting procedures
- ✓ Conduct internal inspection on assets and stores
- ✓ Self-assessment based on the 8 components by the respective component owner
- ✓ Initiate quarterly meetings on compliance index:
- ✓ Progress report quarterly

IP1: Enhance Sustainable Forest Management (SFM)

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Forest Management Certification.	✓ IP1M1: Number of Forest Management Unit (FMU) certified.	✓ Engagement/consultation with stakeholders ✓ Establishment of SFM Certification Division ✓ Field checking/assessment to Forest Management Unit ✓ Conduct workshop/training on FMC ✓ Study and review Forest Management Plan ✓ Conduct meeting on Forest Management Certification
✓ Planting target achieved.	✓ IP1M2: Percentage (%) forest area planted.	✓ Issue letter request submission of Quarterly Report ✓ To have half yearly meetings with all stakeholders on issues pertaining to the establishment of LPF ✓ To use advance technology in monitoring and verifying the progress of planting (e.g Hyperspectral, SI & Drone)

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Better management of our forest	✓ IP1M3: Number of Forest Plantation Management Unit (FPMU) certified.	✓ Engagement/consultation with stakeholders ✓ Study FPMP ✓ Reminder to FPMU Holders to comply with their action plans ✓ FPMU pre-assessment/ field checking participation ✓ Assist in training on FPMC ✓ Assist in meeting on FPMC (FPMCTC & FPMCSC)
✓ New source of forest revenue identified	✓ IP1M4: Number of new sources of forest revenue identified.	✓ To identify new source of forest revenue. ✓ To conduct field or desk research ✓ To prepare proposal paper ✓ To conduct meeting/ discussion /workshop with relevant departments/ agencies ✓ To prepare final proposal paper and submitted to MUDeNR.
✓ Forest Timber License complied to STLVS Standard.	✓ IP1M5: Number of Forest Timber Licence (FTL) Sarawak Timber Legality Verification System (STLVS) verified.	✓ Establishment of STLVS Panel ✓ Application of Registration of and Audit Firm. ✓ Registration of an Audit Firm ✓ To conduct STLVS Road show to stakeholder ✓ To enforce STLVS Standard to all the FTL/Licensee/ Company ✓ To vet STLVS Audit Report ✓ To Issue STLVS Compliance Certificate

IP2: Enhance Forest Governance and Enforcement

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Law/Rules/ Regulation/ Policy /procedures on forest management or wildlife conservation relevant with the current practice.**
- ✓ **Less number of cases, complaints and volume of timber seized expected.**

Candidate Measure (KPI):

- ✓ **IP2M1: Number of Law/Rules/ Regulation/ Policy /procedures on forest management or wildlife conservation review or formulated**
- ✓ **IP2M2: Number of land/river operations conducted in order to prevent forest offence**

Candidate Initiative (Initiative):

- ✓ **To identify existing forest charges (Royalty, Premium, Cess) need to be revised.**
- ✓ **To conduct meeting/discussion /workshop with relevant departments/agencies.**
- ✓ **To prepare and submit policy/MMKN Paper to MUDeNR.**
- ✓ **Land-Patrolling, roadblock, inspection/raid in log pond, timber processing plant & NBOS**
- ✓ **River-River blockade, river patrol, export point check station & NBOS**
- ✓ **Two (2) special operation will be conducted.**
- ✓ **Progress meeting every quarterly.**
- ✓ **Collate and prepare report every quarterly.**

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Aerial surveillance and/ or enforcement carried out within forested State land areas/ PFE/ TPA.	✓ IP2M3: Aerial operation conducted within Permanent Forest Estate (PFE) / Totally Protected Area (TPA)	✓ Desktop analysis on targeted area ✓ Carry out aerial surveillance on all forested PFE/ TPA ✓ Conduct aerial operations on Forest Management Certification (FMC) license area ✓ Conduct ground operation to follow-up the aerial surveillance ✓ Report compilation every quarterly.
✓ Investigation Papers (IPs) submitted within 1 month from the Arrest Report date	✓ IP2M4: Percentage (%) Investigation Paper (IP) submitted to PED within 30 days	✓ IO will communicate directly with PED and SAG for advice and technical support ✓ Discussion session with IOs quarterly. ✓ Courses/Trainings for Investigation Officer conducted 1 or 2 times a year.

IP3: Effective Management of Permanent Forest Estate (PFE) & Totally Protected Area (TPA)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry

Intended Result(s):

- ✓ Conservation of degraded areas increases for better sustainable forest management.

Candidate Measure (KPI):

- ✓ IP3M1: Total area of TPA submitted for final gazettement
- ✓ IP3M2: Number of enquiries into claims/privileges conducted for the establishment of PFE.
- ✓ IP3M3: Number of restoration program conducted in degraded TPA
- ✓ IP3M4: Number of Conservation/Management Plan for TPAs drafted/prepared/completed
- ✓ IP3M5: Number of new development plan prepared for TPAs
- ✓ IP3M6: Number of stakeholders' engagement related to TPAs.

Candidate Initiative (Initiative):

- ✓ Identify affected stakeholders
- ✓ Publish notification in newspapers/ display at district office
- ✓ Conduct inquiry into claim
- ✓ Submit Report to Director of Forests
- ✓ Identify proposed TPA ready for final gazettement in 2018 (January)
- ✓ Develop plan for monthly monitoring meetings/discussion
- ✓ Prepared MMKN paper.
- ✓ Submit to MUDeNR
- ✓ Field work to collect seeds/seedlings
- ✓ Identify the selected species
- ✓ Germination/propagation; Planting (Admin/HR to provide salary/allowances for the engagement of casual labourers)
- ✓ Collaboration within internal & external agencies
- ✓ Monitoring of pest & diseases
- ✓ Identify area and the need to prepare management plan
- ✓ Stakeholder consultation / meeting
- ✓ Totally Protected Area's Management Plan draft presentation
- ✓ Identify the need to prepare development plan
- ✓ Stakeholder consultation/meeting
- ✓ Quarterly report
- ✓ Identify Communities and Stakeholders unmanned TPAs
- ✓ Discussion/Meetings Seminar/Workshop/Training

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Service Delivery and Efficiency Rating**
- ✓ **IP4M2: Number of event organized at state/ national/ international level.**
- ✓ **IP4M3: Percentage of forestry data management updated through Clean House Mechanism**

Candidate Initiative (Initiative):

- ✓ **Proper record and monitoring of service performance**
- ✓ **Planning and budgeting**
- ✓ **Monitoring**
- ✓ **Getting feedback from crowed**
- ✓ **Reporting and publishing**
- ✓ **Number of PFE data update**
- ✓ **Data of valid Forest Timber Licences are 100% accurate in the REVLOG system as in the license book**
- ✓ **Number of TPA data updated**
- ✓ **Number of LPFs data updated**

IP5: Enhance R & D in Conservation and Management of Forest Resources

Description: Research and Development Initiatives are formulated to meet the current and future needs in fundamental biodiversity conservation. The quality of R & D is further enhanced and improved.

Intended Result(s):

- ✓ **Research findings will benefit the forest management**

Candidate Measure (KPI):

- ✓ **IP5M1: Number of research papers, scientific reports/coffee table or posters presented, submitted or published in national/regional/international**

Candidate Initiative (Initiative):

- ✓ **To publish/present/submit research papers, scientific reports/coffee table or posters.**
- ✓ **To publish informative book related on Forestry in Sarawak.**
- ✓ **To publish reports, research, journal on HoB initiatives.**
- ✓ **To publish and disseminate forest statistics document.**

IP6: Enhance Inter Agency Collaboration

Description: The main purpose is to initiate discussions and sharing of information and issues among different agencies pertaining to international forestry issues

Intended Result(s):

- ✓ Knowledge sharing between agencies is enhanced
- ✓ Work efficiency and effectiveness are improved
- ✓ Smart partnership

Candidate Measure (KPI):

- ✓ IP6M1: Number of Engagement sessions with stakeholders on forestry and environment issue (seminar, forum, expedition) carnival, meeting, project.
- ✓ IP6M2: Number of proposal drafted/prepared/submitted to gain National/ Regional/ International Recognition
- ✓ IP6M3: Number of Regional & International Forestry Related Issue deliberated
- ✓ IP6M4: Number of High Impact State/National/International Collaboration implemented

Candidate Initiative (Initiative):

- ✓ Identify relevant stakeholder to collaborate with
- ✓ Set-up working committee
- ✓ Conduct inter-agency meeting
- ✓ Implement plan programs or activities
- ✓ Prepare quarterly programs reports

- ✓ Identify Areas
- ✓ Discussion/ Meetings/ Seminar/ Workshop
- ✓ Establish Steering/Advisory Committee and Technical Committee
- ✓ Prepared MMKN paper

- ✓ Identify the issue
- ✓ Deliberation/Meetings/Workshop
- ✓ Action Taken

- ✓ Identify source of funding
- ✓ Establish networking
- ✓ Project proposal writes up and negotiation
- ✓ Proposal Submission
- ✓ Approval notification

IP7: Enhance the Usage of Technology and Digital System in Forestry

Description: Sarawak Information Technology and Resources Council (SITRC) decided that latest technology to further improve the capability and functionality of the ageing system.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Activities implemented for forest management system development;	✓ IP7M1: Enhance the usage of technology and digital system in forestry	✓ Set-up Viewer option ✓ User acceptance test ✓ Launching for Mobile Application ✓ Capture mangrove Royalty Collection in Revlog ✓ Discussion with Revlog system developer ✓ Development and enhancing Revlog system for efficient and effective forest management and royalty collection
✓ Activity implemented for enhancement of Investigation Paper Tracking System (IPTS)	✓ IP7M2: Number of activities implemented for enhancement of Investigation Paper Tracking System (IPTS);	✓ Activity implemented for enhancement of Investigation Paper Tracking System (IPTS)
✓ Publishing official documentation, corporate videos and updating and improvement of departmental websites;	✓ IP7M3: Number of activities carried out implemented to enhance FDS website; ✓ IP7M4: Number of activities carried out to develop Forest Enterprise system;	✓ Appointment website contributor and editors ✓ Website members meeting ✓ Proposing new contents ✓ Reviewing existing content ✓ Compilations of any report/events from Division/Unit/PHB ✓ Publishing in FDS Website

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ To develop an integrated SYSTEM FOR VERFICATION OF SFM PROCESS IN SARAWAK;	✓ IP7M4: Number of activities carried out to develop Forest Enterprise system;	✓ Initiate user requirement study ✓ Finalize project scope ✓ Initiate existing software and OS updating ✓ Identify user for regional offices ✓ Identify user training requirement ✓ Initiate hardware and software acquisition
✓ Activities implemented for to develop e-pass / e-transit pass;	✓ IP7M5: Number of activities to develop e-pass / e-transit pass;	✓ Pre Discussion before Lab To conduct Lab on Forestry Business Process Improvement Study (BPI) for e-pass / e-transit ✓ Initial stage discussion with Web/software developer
✓ Number of activities implemented towards readiness of the Turnkey Airborne Sensing and Monitoring System and create awareness among user agencies.	✓ IP7M6: Activity and program implemented towards readiness of Turnkey Airborne Sensing and Monitoring System.	✓ Number of activities implemented to ensure system readiness ✓ Number of activities implemented to ensure awareness of system ✓

OC1: Enhance Staff Competency

Description: To improve the competency of staff required for the job & attain the targeted hours of training per year.

Intended Result(s):

- ✓ A more effective organization.
- ✓ More capable and competent staff.
- ✓ Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.

Candidate Measure (KPI):

- ✓ OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.
- ✓ OC1M2 : Number of programs carried out toward strategic human resources development including succession plan for FDS

Candidate Initiative (Initiative):

- ✓ Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly
- ✓ Check training hours recorded in GEMS monthly
- ✓ Planning and propose technical courses programs to be submitted to State Human Resource Unit (SHRU) for approval.
- ✓ Submit estimate expenditure for the approved propose technical courses to SHRU
- ✓ Appoint a "Focal person" from each division to monitor and provide monthly report of any training program organised or attended by staff.
- ✓ Implement and monitor all technical and departments' training programs organised by all division in the department.
- ✓ Compile monthly, quarterly and half yearly report and submitted to head of division.
- ✓ Distribute "Training Need Analysis" survey form to all staff.

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Prepare schedule and focus of briefing**
- ✓ **Set up Working Committee and decided venue**
- ✓ **Inform respective RFO, Branch at HQ level and PHB**
- ✓ **Record all the feedback from staff and solution**
- ✓ **Compilation the data and prepare report**
- ✓ **Inform the staff about the solution**
- ✓ **Conduct program**

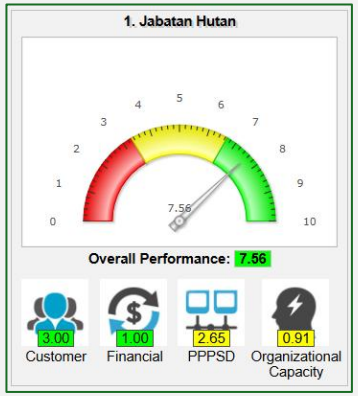
2018 PERFORMANCE RESULTS

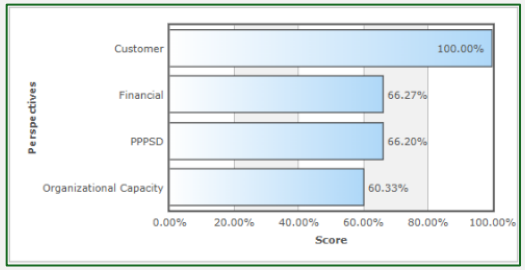
38 Indicators	26 Achieved	7.56 / 10 Overall Performance

CS1M1	95.59%	✓
F1M1	99.84%	✓
F1M2	84.74%	
F1M3	94.22%	✓
F2M1	94.80%	✓
F2M2	64.71%	⚠
F2M3	4	⚠
IP1M1	6	⚠
IP1M2	47.67%	⚠
IP1M3	1	✓
IP1M4	4	✓
IP1M5	9	⚠
IP2M1	7	✓
IP2M2	100%	✓
IP2M3	67.06%	✓
IP2M4	48.43%	⚠
IP3M1	1,039,064ha	✓
IP3M2	0	⚠
IP3M3	11	✓
IP3M4	4	✓
IP3M5	2	✓
IP4M1	88.98%	⚠
IP4M2	44	✓
IP4M3	95.12%	✓
IP5M1	62	✓
IP6M1	87	✓
IP6M2	3	✓
IP6M3	14	✓
IP6M4	26	✓
IP7M1	4	✓
IP7M2	1	⚠
IP7M3	0	⚠
IP7M4	1	✓
IP7M5	0	⚠
IP7M6	5	⚠
OC1M1	81.30%	⚠
OC1M2	187	✓
OC2M1	80.59%	✓

✓ ACHIEVED ⚠ NOT ACHIEVED

2018 Dashboard





2019
SCORECARD ACHIEVEMENT

Overall Score of 8.31/10

Customer Perspective
remained a cornerstone of this success with a perfect 100.00% score

Financial Perspective
Financial performance improved to 71.13%

PPPSD Perspective
PPPSD saw a significant boost to 80.58%, returning to a healthy "Green" status

Organisational Capacity Perspective
Organizational Capacity reached a multi-year high of 68.33%, successfully moving out of the "Warning" zone for the first time in several years.

> **The This balanced growth across all four perspectives indicates that the department effectively addressed previous internal capacity constraints while maintaining its high standard of external service delivery.**



2019

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) The 2019 Customer Perspective evaluates the **quality, responsiveness, and satisfaction level of services delivered by JHS**. Through the Customer Satisfaction Rating KPI, this perspective measures how effectively the department meets stakeholder expectations, complies with Client Charter standards, and sustains public confidence in its service delivery. The aim is to ensure continued improvement in customer experience and service excellence.	1	1
Financial Perspective (15%) In 2019, the Financial Perspective focuses on **budget utilisation efficiency and regulatory compliance**. KPIs assess the utilisation rates of OPEX, State Development Budget, and Federal Development Budget; compliance with the eCSA Score, Financial Management Compliance Index, and Accountability Index. The aim is to ensure sound financial governance, prudent spending, and adherence to established financial procedures to support effective departmental operations.	2	6
Process / Program / Project / Service Delivery Perspective (35%) The PPPSD Perspective is highly extensive in 2019 and evaluates **operational performance, forest governance, restoration, certification, enforcement, service delivery, research output, digital advancement, and community engagement**. KPIs measure: FMU certification progress; forest resource inventory; STLVS strengthening; PFE gazettement; conservation planning; international and inter-agency collaborations; biodiversity conservation; enforcement efficiency; restoration programmes; nursery development; CHM data updates; R&D output; ICT system enhancement; forestry technology adoption; and social forestry programmes. The aim is to uphold sustainable forest management, strengthen enforcement, expand conservation initiatives, modernise operational systems, and reinforce partnerships with stakeholders.	7	23
Organizational Capacity Perspective (15%) In 2019, the Organisational Capacity Perspective evaluates **staff capability development, succession planning, and organisational culture**. KPIs measure: achievement of SCS training hours, number of strategic human resource development programmes (including succession planning), and the internal cultural rating. The aim is to build a skilled, motivated, and values-oriented workforce capable of supporting long-term departmental strategic objectives.	2	3
	12	33

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Set up Working Committee
- ✓ Prepare Questionnaire.
- ✓ Distribute questionnaire for external customer to respective RFO, Branch at HQ level and PHB
- ✓ Conduct field/survey checking: i. Log Pond, Sawmill, ii. Walk-in customer
- ✓ Collected all questionnaire from respective RFO, Branch at HQ level and PHB.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2 : Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3 : Percentage (%) of Utilisation of Federal Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.**
- ✓ **Prepare report and documentation for Financial Year performance.**
- ✓ **Workshop for Project Planning & Implementation**
- ✓ **Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS**
- ✓ **Prepare report and documentation for development project.**

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.
- ✓ F2M2: Financial Management Compliance Index.

Candidate Initiative (Initiative):

- ✓ Identify the component owner based on the 8 components checklist that needs to be assessed.
- ✓ Conduct a meeting.
- ✓ Conduct internal inspection.
- ✓ Issue an internal circulation i.e minute and memo.
- ✓ Self-assessment based on the 8 components by the respective component owner.
- ✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department.
- ✓ Monitoring and supervision.
- ✓ Scheduled finance/asset monitoring committee meeting
- ✓ Issue a minute or official memo.

Candidate Measure (KPI):

- ✓ **F2M3: Accountability Index (AI)**

Candidate Initiative (Initiative):

- ✓ **Compliance with financial and accounting procedures**
- ✓ **Proper monitoring and supervision**
- ✓ **Conduct an internal inspection and surprise check**
- ✓ **Inspectorate/oversight visit to PHWs.**

IP1: Enhance Sustainable Forest Management (SFM)

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Forest Management Certification.	✓ IP1M1: Total area (hectare of certified Forest Management Unit (FMUs).	✓ Engagement/consultation with stakeholders. ✓ Study and recommend FMP for approval ✓ Reminder to FMU Holders to comply with their action plans ✓ FMU pre-assessment/ field checking ✓ Establishment of dedicated FMC team. ✓ Conduct workshop/ training on FMC (Internal External) ✓ Conduct meeting on FMC (FMCTC & FMCSC)
✓ Forest Inventory Implemented.	✓ IP1M2: Implementation of Forest Resource Inventory.	✓ Establish the Project Working Group & Technical Committee ✓ Conduct Special Meeting, Discussion & Workshop ✓ Engage Project's Consultant ✓ Special Technical Training for the Office & Ground Staff

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Forest Timber License complied to STLVS Standard	✓ IP1M3: Strengthen Sarawak Timber Legality Verification System (STLVS).	✓ Improve the competence of staff /User Agency ✓ Awareness of STLVS – responsibility ✓ To identify new source of forest revenue.
✓ Gazettement of Permanent Forest Estate (PFE) & Totally Protected Area (TPA)	✓ IP1M4: Prepare MMKN paper for final gazettement of Permanent Forest Estate (PFE).).	✓ Compile records and status of proposed TPA ✓ Monitoring, meeting/ discussion with relevant agency & officers ✓ Dialogue with local communities on the proposed TPA ✓ Prepare report/ Final MMKN paper/ Compensation
	✓ IP1M5 : Number of Conservation/Plan for Totally Protected Areas (TPAs) prepared/completed.	✓ Identify area and the need to prepare management plan ✓ Stakeholder consultation / meeting ✓ TPAs Management Plan draft presentation

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Establishment of strategic collaboration.	✓ IP1M6 : Number of Strategic International collaboration initiated.	✓ Identify and prioritise international partners with regard to State's forestry policies e.g. FLR, SFM, Carbon Trading ✓ Conduct Stakeholder Consultation Workshop to identify Gaps ✓ Engagement with stakeholders ✓ Prepare proposals and source for funding ✓ Drafting of Pre-project agreement
	✓ IP1M7 : Number of inter-agencies collaboration.	✓ Identify local agencies with regard to State's forestry policies e.g. FLR, SFM, Carbon Trading, Illegal Logging. ✓ Conduct Stakeholder Consultation Workshop to identify Gaps. ✓ Engagement with stakeholders.
✓ Gazettement of Totally Protected Area (TPA)	✓ IP1M8 : Establish 84% of the targeted area for biodiversity conservation as Totally Protected Area (TPA).	✓ Identify proposed TPA for final gazettement ✓ Process/procedure of gazettement (dialogue/inquiry). ✓ Prepare MMKN paper. ✓ Submit to MUDeNR

IP2: Enhance Forest Governance and Enforcement

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Law/Rules/ Regulation/ Policy /procedures on forest management or wildlife conservation relevant with the current practice.	✓ IP2M1: Number of Law/Rules/Regulation/Policy/procedures on forest management or wildlife conservation reviewed or formulated.	✓ Review the existing or the need to formulate new law/ rules/ regulation/ policy. ✓ To conduct meetings/ discussion/ workshop with relevant departments/ agencies. ✓ To prepare and submit policy paper MMKN to Ministry of Urban Development and Natural Resources (MUDeNR)
✓ Less number of cases, complaints and volume of timber seized expected.	✓ IP2M2: Number of operations conducted to prevent forest offence(internal/inter-agencies)	✓ Planning ✓ Conduct operations ✓ Prepare report
✓ Investigation Papers (IPs) submitted within 1 month from the Arrest Report date	✓ IP2M3: Percentage Investigation Papers (IP) submitted to Preventive and Enforcement Division (PED).	✓ IO will communicate directly with PED and SAG for advice and technical support ✓ Discussion session with IOs quarterly. ✓ Courses/Trainings for Investigation Officer conducted 1 or 2 times a year.

IP3: Effective Management of Permanent Forest Estate (PFE) & Totally Protected Area (TPA)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Conservation of degraded areas increases for better sustainable forest management.	✓ IP3M1 : Number of restoration program conducted in degraded forest areas.	✓ Planning to carry out holistic assessment and prioritization of FLR ✓ Engagements (meetings, workshops, discussions) with various stakeholders covering all areas with FLR potentials ✓ Enhance policies and strategic action plans for FLR implementation in the State ✓ Secure fundings and projects approval from State fund, Federal funds and corporate sponsors ✓ FLR projects implementation ✓ Monitoring and Reporting
	✓ IP3M2 : 20,000.00 hectares of forest area planted in 2019.	✓ Meeting with the licensee. ✓ Monitoring of the licensee planting progress by carry out such the activities.
	✓ IP3M3 : 500 hectares being implemented under rehabilitation/restoration program in state land, TPA and PFE for year 2019.	✓ Planning to carry out holistic assessment and prioritization of FLR ✓ Engagements (meetings, workshops, discussions) with various stakeholders covering all areas with FLR potentials ✓ Enhance policies and strategic action plans for FLR implementation in the State ✓ Secure fundings and projects approval from State fund, Federal funds and corporate sponsors ✓ FLR projects implementation ✓ Monitoring and Reporting

IP3: Effective Management of Permanent Forest Estate (PFE) & Totally Protected Area (TPA)

Description: To ensure that sufficient forest area in the State is reserved for sustainable forestry

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Conservation of degraded areas increases for better sustainable forest management.	✓ IP3M4 : Identify, Revive, and develop nurseries.	✓ Collect seedling/wilding ✓ Germinating and planting of seedling/wilding. ✓ Preparation of nursery. ✓ Prepare quarterly KPI report. ✓ Record and data compilation
	✓ IP3M5 : Restoration awareness programs.	✓ Identify potential/relevant stakeholders. ✓ Organize/conduct awareness program with targeted stakeholders. ✓ Prepare quarterly KPI report.

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Operation Efficiency Rating.**
- ✓ **IP4M2 : Percentage of forestry data management update through CHM**

Candidate Initiative (Initiative):

- ✓ **Proper record and monitoring of service performance**
- ✓ **Updating data by respective division.**
- ✓ **Compilation of data (PFE, LPF, TPA, FTL)**
- ✓ **Request any related information from stakeholders**
- ✓ **Analyse and review of data.**
- ✓ **Preparation of digital data (shapefile).**
- ✓ **Integrating data into GIS.**

IP5: Enhance Research In Conservation and Development of Forest Resources

Description: The Department is committed to enhance research in conservation and development of forest resources. The research encompasses various discipline such as botany, entomology, ecology, soil science, mycology, forest environment, restoration and conservation. Attention will also be given to the development of selected forest resources. Research initiatives are formulated to meet the current and future needs in forest biodiversity conservation. Scientific papers will be presented and published.

Intended Result(s):

- ✓ **Research findings will benefit the forest management**
- ✓ **Research findings will benefit the forest management**

Candidate Measure (KPI):

- ✓ **IP5M1 : Research and development in Permanent Forest Estate**
- ✓ **IP5M2 : Number of research papers, scientific report/coffee table or posters presented, submitted or published in national/regional/international.**

Candidate Initiative (Initiative):

- ✓ **Planning.**
- ✓ **Discussion with the research group.**
- ✓ **Conduct research activities.**
- ✓ **Reporting.**

- ✓ **Carry out research**
- ✓ **Compile & Analyse data**
- ✓ **Writing papers / posters**
- ✓ **Present or publish Reporting**

IP6: Enhance The Usage of Technology and Digital System in Forestry

Description: To improve the existing ICT system and the technology application to facilitate the forest management, enforcement, revenues collection, log production tracking processes, royalty assessment, billing, issuance of removal passes processes and Business Process Improvement for investigation paper database.

Intended Result(s):

- ✓ **Enhancement of Revlog system, mobile revlog application, Business process improvement for Investigation paper and to develop the Investigation Paper System. To create and enhancing the technology application and forest enterprise system.**

Candidate Measure (KPI):

- ✓ **IP6M1 : Number if activity to enhance ICT system.**
- ✓ **IP6M2 : Enhancing technology application and services in forestry operation.**

Candidate Initiative (Initiative):

- ✓ **Enhancement of REVLOG System**
- ✓ **Enhancement of Business Process Improvement (BPI)**
- ✓ **Develop Forest Enterprise System.**
- ✓ **Conduct site suitability mapping of areas for planting.**
- ✓ **Monitoring of planting progress and land use status for license planted forest (LPF) areas**
- ✓ **GPS Mapping & Navigation training (Concepts And Hands On Training For Forestry Base Operations)**

IP7: Strengthening Social Forestry and Community Development

Description To build, enhance and strengthen the trust of communities living in or surrounding PFE, HEP area as well as communities affected by logging activities through social forestry program such as awareness, community development, capacity building and etc in helping to improve socioeconomic and well-being of the communities. In addition, social forestry is also a strategy and initiative of the department in achieving a vision for sustainable forest management.

Intended Result(s):

- ✓ **To achieve department vision and to improve department image through social forestry programs.**

Candidate Measure (KPI):

- ✓ **IP7M1: Social Forestry Programmes Implemented.**

Candidate Initiative (Initiative):

- ✓ **Identify potential area and stakeholders.**
- ✓ **Organise and conduct activities upon approval**
- ✓ **Prepare and submit proposal.**
- ✓ **Prepare quarterly KPI report.**

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**
- ✓ **OC1M2 : Number of programs carried out toward strategic human resources development including succession plan for FDS**

Candidate Initiative (Initiative):

- ✓ **Issue a memo to all HOD to inform their staff to update training logs in GEMS once they attend a course.**
- ✓ **Monitoring and do checking every month through GEMS Training Log the percentage.**
- ✓ **Send memos and minutes to all HOD and Divisional every 3 months to remind all staff to fill the Training Log.**
- ✓ **Set up clinic (GEMS) at every in-house training session to encourage staff to fill the training log immediately after the training ends.**
- ✓ **Visit and monitor to every Division and Branch to do checking on staff training log.**
- ✓ **Planning and propose technical courses programs to be submitted to State Human Resource Unit (SHRU) for approval.**
- ✓ **Submit estimate expenditure for the approved propose technical courses to SHRU**
- ✓ **Appoint a "Focal person" from each division to monitor and provide monthly report of any training program organised or attended by staff.**
- ✓ **Implement and monitor all technical and departments' training programs organised by all division in the department.**
- ✓ **Compile monthly, quarterly and half yearly report and submitted to head of division.**
- ✓ **Distribute "Training Need Analysis" survey form to all staff.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Collected all questionnaires from respective RFOs, Branch at HQ Level and PHB.**
- ✓ **Distribute questionnaires for extend customer to respective RFOs, Branch at HQ Level and PHB.**
- ✓ **Prepare questionnaires.**

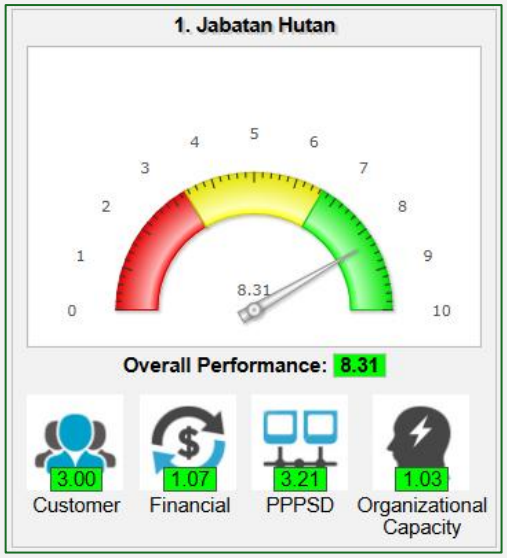
2019 PERFORMANCE RESULTS

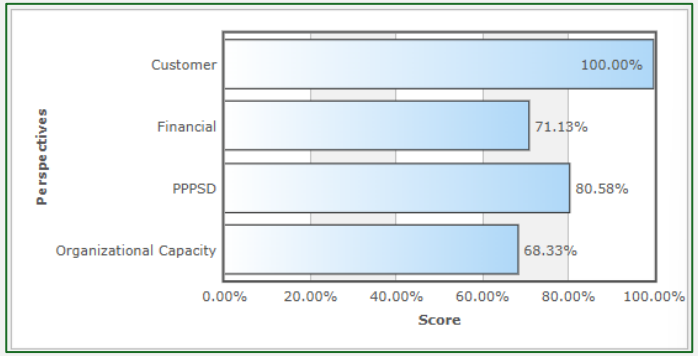
30 Indicators	26 Achieved	8.31 / 10 Overall Performance

CS1M1	94.63%	✓
F1M1	100%	✓
F1M2	33.26%	⚠
F1M3	90.06%	✓
F2M1	91.60%	✓
F2M2	76.47%	⚠
F2M3	5	✓
IP1	113,517ha	⚠
IP1M2	85%	✓
IP1M3	9	✓
IP1M4	0	⚠
IP1M5	5	✓
IP2M1	10	✓
IP2M2	2007	✓
IP2M3	96.70%	✓
IP3M1	69	✓
IP3M2	17842.42	⚠
IP3M3	945545.00	✓
IP3M4	78.68	⚠
IP3M5	23.00	✓
IP4M1	94.45%	✓
IP4M2	95.92%	✓
IP5M1	3	✓
IP5M2	52	✓
IP6M1	24	✓
IP6M2	12	✓
IP7M1	65	✓
OC1M1	85.98%	⚠
OC1M2	298	✓
OC2M1	83.00%	✓

✓ ACHIEVED ⚠ NOT ACHIEVED

2019 Dashboard





2020
SCORECARD ACHIEVEMENT

Overall Score of 7.77/10

Customer Perspective
Continued its trend of excellence with a perfect 100.00% score

Financial Perspective
Financial performance 68.00%

PPPSD Perspective
PPPSD remained strong at 79.02%

Organisational Capacity Perspective
The department's primary challenge was a significant drop in Organizational Capacity, which fell to 39.60% and returned to a "Warning" status

> **The 2020 results highlight a year where external delivery remained consistent, but internal operational capacity and resources faced substantial pressure.**



2020

Perspectives

	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) In 2020, the Customer Perspective evaluates the **quality, responsiveness, and effectiveness of customer-facing services** provided by the department. Through the Customer Satisfaction Rating KPI, this perspective assesses how well JHS fulfils stakeholder expectations, maintains service standards, and aligns its delivery with Client Charter commitments. The aim is to uphold high customer satisfaction and maintain strong public confidence.	1	1
Financial Perspective (15%) The Financial Perspective for 2020 focuses on **budget utilisation** and **financial regulatory compliance**. KPIs assess the utilisation of OPEX, State Development Budget, and Federal Development Budget to ensure efficient and accountable spending. Additional compliance KPIs—eCSA Score, Financial Management Compliance Index, and Accountability Index—measure adherence to financial regulations and internal governance frameworks. The aim is to ensure financial discipline, strong governance, and effective resource management.	3	6
Process / Program / Project / Service Delivery Perspective (35%) This is the most extensive perspective in 2020, evaluating the **core operational performance and strategic forestry functions** of the department. KPIs measure: SFM (FMU certification, forest inventory, STLVS strengthening, PFE gazettement); conservation planning and biodiversity initiatives; international and inter-agency collaboration; forest governance and enforcement; implementation of restoration programmes, reforestation and nursery development; service delivery efficiency; forestry data management updates; R&D achievements; ICT system enhancement; technology adoption; and social forestry programmes. The aim is to strengthen forest governance, enhance sustainability, improve service delivery, drive conservation and restoration, accelerate digital transformation, and deepen stakeholder and community engagement.	9	18
Organizational Capacity Perspective (15%) In 2020, the Organisational Capacity Perspective evaluates workforce competency, succession planning, and organisational culture. KPIs assess the achievement of SCS training hours, implementation of strategic human resource development programmes (including succession planning), and the internal cultural rating aligned with Shared Values. The aim is to develop a capable, motivated, resilient, and value-driven workforce to support long-term organisational effectiveness.	2	2
	15	27

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Set up Working Committee
- ✓ Prepare Questionnaire.
- ✓ Distribute questionnaire for external customer to respective RFO, Branch at HQ level and PHB
- ✓ Conduct field/survey checking: i. Log Pond, Sawmill, ii. Walk-in customer
- ✓ Collected all questionnaire from respective RFO, Branch at HQ level and PHB.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Maximum benefit achieved with optimal budget utilisation. ✓ Completion of all the annual programmes and activities set.	✓ F1M1: Percentage (%) of Utilisation of OPEX Budget.	✓ Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS. ✓ Prepare report and documentation for Financial Year performance.
	✓ F1M2: Percentage (%) of Utilisation of State Development Budget.	✓ Workshop for Project Planning & Implementation ✓ Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS
	✓ F1M3: Percentage (%) of Utilisation of Federal Development Budget.	✓ Prepare report and documentation for development project.

F2: Ensure Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ Compliance with financial and accounting procedure. ✓ Conduct internal inspection on assets and stores. ✓ Self-assessment based on the 8 components by the respective component owner. ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator. ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
	✓ F2M2: Financial Management Compliance Index.	✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretray, State Financial Secretary and State Treasury Department. ✓ Proper monitoring and supervision. ✓ Initiate meeting on compliance index or progress report quarterly. ✓ Inspectorate/oversight visit to RFOs.

F3: Collection Targeted Revenue from Forest Produce

Description: To analyse and justify the revenue collection in order to enhance legality system, increase productivity, efficiency,

Intended Result(s):

- ✓ Quarterly Revenue Report.

Candidate Measure (KPI):

- ✓ F3M1 : Amount of timber revenue collected by Regional Forest Office

Candidate Initiative (Initiative):

- ✓ Set-up Steering Committee
- ✓ Proper documentation record
- ✓ Conduct training/ workshop.

IP1: Enhance Sustainable Forest Management (SFM)

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Forest Management Certification.	✓ IP1M1 : Total area (hectare of certified Forest Management Unit (FMUs).	✓ Engagement/consultation with stakeholders. ✓ Study and recommend FMP for approval ✓ Participate in Forest Management Audit/Surveillance. ✓ Update database and records. ✓ Training on Forest Management Certification activities.
✓ Better management of Forest.	✓ IP1M2: Implementation of Forest Resource Inventory.	✓ Establish the Project Working Group & Technical Committee ✓ Conduct Special Meeting, Discussion & Workshop ✓ Engage Project's Consultant ✓ Special Technical Training for the Office & Ground Staff
✓ Forest Inventory Implemented.	✓ IP1M3 : Number of Policy, Laws and Procedures on forest management/ revenue drafted, reviewed or formulated.	✓ Review the existing or the need to formulate new law/ rules/ regulation/ policy ✓ To conduct meeting/ discussion/ workshop with relevant departments/ agencies ✓ To prepare and submit policy paper MMKN to Ministry of Urban Development and Natural Resources (MUDeNR)

IP2: Enhance Forest Enforcement

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Enhance inter-agencies operation to combat illegal logging;**
- ✓ **Less number of cases, complaints and volume of timber seized expected;**
  To meet zero illegal logging in PFEs by 2025 as stated in FDS Strategic Planning (2021-2025);
- ✓ **Improve submitted Investigation Papers (IPs) based on SOP requirements.**

Candidate Measure (KPI):

- ✓ **IP2M1: Number of inter agencies operation conducted in combating illegal logging.**
- ✓ **IP2M2: Forest Enforcement Compliance Rating.**

Candidate Initiative (Initiative):

- ✓ **Planning Inter agency operation.**
- ✓ **Launching inter agency operations via air, river and land.**
- ✓ **Post interagency operation meeting.**
- ✓ **Increase numbers of operation via air, river and land**
- ✓ **Increase competency of Investigating Officer (IO)**
- ✓ **Enhance effectiveness of communication between HQ and RFOs.**
- ✓ **Effectiveness management of Investigation Paper.**

IP3: Enhance Revenue Collection

Description: To calculate inculcate culture based on result oriented among all staff at generally region and especially for RFO(s). all staff at regional office and especially for RFO(s). To minimize occurrences of similar issues. Look for best practices that could be applied other nature of work. Encourage good Governance.

Intended Result(s):

- ✓ **Quarterly Revenue Report.**

Candidate Measure (KPI):

- ✓ **IP3M1 : Forest Revenue Compliance Rating.**

Candidate Initiative (Initiative):

- ✓ **Amount of RPC collected. Revenue/ Baseline RM427mil for assessment year 2020 submitted to SFS**
- ✓ **Overall production under Regional Office during assessed period against year 2020 targeted production (m3).**
- ✓ **Total amount of outstanding RPC bills against amount of RPC bill issued for the period.**
- ✓ **Number of logs not captured at Place of Royalty Marking (PoRM) against total number of logs at the location**
- ✓ **Number session renders together with HQ and Regional to implement engagement with stake holder.**
- ✓ **Number of NCs & observations by Internal Audit Group.**

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Operation Efficiency Rating.**

Candidate Initiative (Initiative):

- ✓ **Issuance of Removal Pass (Transit) within 2 working days from date of registration of application from place of Royalty Marking to Collect and Distribution Centre.**
- ✓ **Royalty Assessment carry out within 2 working days after date of submission.**
- ✓ **Respond toward complaints within 24 hours.**
- ✓ **Issuance Letter of Renewal Forest Timber Licence within 3 working days upon receiving payment due to the government.**

IP5: Strengthen Implementation of Forest Landscape Restoration and Industrial Forest

Description: Forest Department Sarawak embarks on a large-scale forest landscape restoration (FLR) programme to ensure sustainable forest management in Sarawak. The top priority would be to plant indigenous species on degraded areas within PFE. To achieve this, the department will work together with the local community, government departments, non-governmental organisations (NGOs), schools and the private sector. R&D will be conducted to support the implementation and development of FLR and industrial forest plantation.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP5M1: 300,000 Trees planted under FLR Programme.	✓ To supply sufficient planting materials as well as to upgrade and establish nurseries ✓ To conduct restoration programmes/engagements including strategic collaboration and partnerships to securing funding for FLR implementation in the State. ✓ FLR projects implementation and monitoring
	✓ IP5M2: Number of research and development projects related to FLR conducted.	✓ Conduct growth performance study of different indigenous species for at least three (3) different localities. ✓ Conduct study on performance of indigenous species from different provenances at nursery stage.
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP5M3: Number of research and development projects related to industrial forest plantation conducted.	✓ Conduct tree improvement for selected species by Q4. ✓ Conduct growth and yield study on 2 selected species by Q4 ✓ Produce at least one guideline for pest and disease identification, control and mitigation.

IP6: Enhance Research & Development in PFE

Description: Research & development activities will support the department's vision including providing scientific data. Research findings will be published and disseminated.

Intended Result(s):
- ✓ **To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in PFE with special emphasis in FMU areas.**

Candidate Measure (KPI):
- ✓ **IP6M1 : Number of research programmes conducted in FMU.**
- ✓ **IP6M2 : Number of scientific expeditions conducted.**

Candidate Initiative (Initiative):
- ✓ **Meeting and planning.**
- ✓ **Field work and data gathering.**
- ✓ **Data analysis and reporting.**
- ✓ **Meeting and planning**
- ✓ **Preparation for expedition.**
- ✓ **Scientific data compilation.**

IP7: Enhance Strategic Collaboration with Stakeholders

Description: To collaborate with new strategic stakeholders and enhancing collaboration with current stakeholders as well as to identify issues need to be deliberated or resolved.

Intended Result(s):
- ✓ **Strategic collaboration with stakeholders initiated and enhanced.**

Candidate Measure (KPI):
- ✓ **IP7M1: Number of new partnerships establish.**
- ✓ **IP7M2: Number of issues on sustainable development, conservation and environmental management deliberated and/ or resolved at State, national and international level.**

Candidate Initiative (Initiative):
- ✓ **To coordinate consultation with stakeholders**
- ✓ **Establish collaboration.**
- ✓ **To identify & compile issues related to forestry**
- ✓ **To conduct multi-stakeholders meeting and deliberate issues.**
- ✓ **To prepare intervention notes regarding issues to be submitted to higher authority.**

IP8: Strengthening Social Forestry and Community

Description: To build, enhance and strengthen the trust of communities living in or surrounding PFE & HEP area as well as communities affected by logging activities through social forestry program such as public awareness (CEPA), community development, capacity building, community services and etc in helping to improve socioeconomic and well-being of the communities. In addition, social forestry is also a strategy and initiative of the department in achieving a vision for sustainable forest management.

Intended Result(s):

- ✓ To achieve department vision and to improve department image through social forestry programs.

Candidate Measure (KPI):

- ✓ IP8M1: Social Forestry and CEPA programs implemented.
- ✓ IP8M2: Number of CEPA Program and Event for FLR implemented.

Candidate Initiative (Initiative):

- ✓ Identify potential area and stakeholders.
- ✓ Prepare and submit proposal
- ✓ Organise and conduct activities upon approval
- ✓ Prepare quarterly KPI report
- ✓ Identify potentially relevant stakeholders.
- ✓ Organize/ conduct awareness program (CEPA) and FLR event with targeted stakeholders
- ✓ Prepare quarterly KPI report

IP9: Enhance the Usage of Geospatial Technology and Monitoring System in Forestry

Description: To Leverage Technology Application in Forestry for Effective Forest Management.

Intended Result(s):

- ✓ **To achieve department vision and to improve department image through social forestry programs.**

Candidate Measure (KPI):

- ✓ **IP9M1: Percentage of Permanent Forest Monitored Throughout Sarawak**
- ✓ **IP9M2: Percentage of Permanent Forest (PF) Geospatial Data Updated Through Clean House Mechanism.**

Candidate Initiative (Initiative):

- ✓ **Monitoring Of Permanent Forest.**
- ✓ **Engagement with Preventive and Enforcement Division/ Regional Forest Office**
- ✓ **Data verification.**
- ✓ **Endorsement of data by JKPOP.**
- ✓ **Instruction from Constitution and Conservation Division (CCD) to clean Geospatial data.**
- ✓ **Data Clean-up through Geospatial data editing and updating.**

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up Clinic GEMS during all courses organize by the Department.**
- ✓ **Roadshow every quarterly to selected Division to distribute training hours recorded in GEMS and create awareness to all staff.**
- ✓ **Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly.**
- ✓ **Distributing the name of staff which did not complete the training log quarterly.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Prepare questionnaires**
- ✓ **Distribute questionnaires for extend customer to respective RFOs, Branch at HQ Level and PHB.**
- ✓ **Collected all questionnaires from respective RFOs, Branch at HQ Level and PHB**

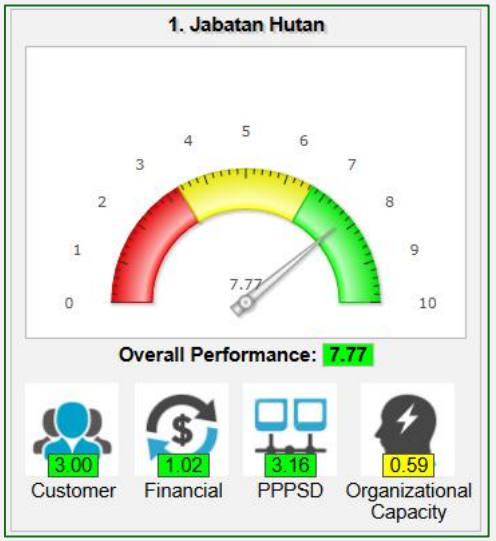
2020 PERFORMANCE RESULTS

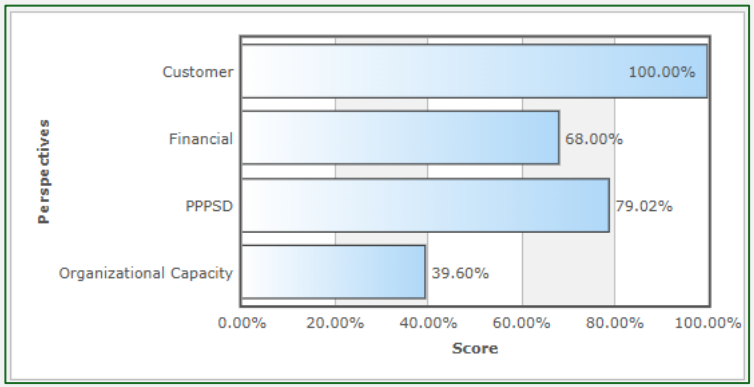
27 Indicators	23 Achieved	8.31 / 10 Overall Performance

CS1M1	97.70%	✓
F1M1	100%	✓
F1M2	41.68%	
F1M3	55.13%	
F2M1	93.80%	✓
F2M2	88.24%	
F3M1	RM322,697,732.00	
IP1M1	643,837 ha	
IP1M2	90	
IP1M3	5	✓
IP2M1	9	
IP2M2	2	
IP3M1	4	✓
IP4M1	94.62%	✓
IP5M1	134,394	
IP5M2	2	
IP5M3	2	
IP6M1	6	
IP6M2	1	
IP7M1	14	✓
IP7M2	18	✓
IP8M1	87.50	
IP8M2	8	✓
IP9M1	83.31%	✓
IP9M2	100%	✓
OC1M1	69.70%	
OC2M1	81.88%	✓

✓ ACHIEVED ⚠ NOT ACHIEVED

2020 Dashboard





2021
SCORECARD ACHIEVEMENT

Overall Score of 6.02/10

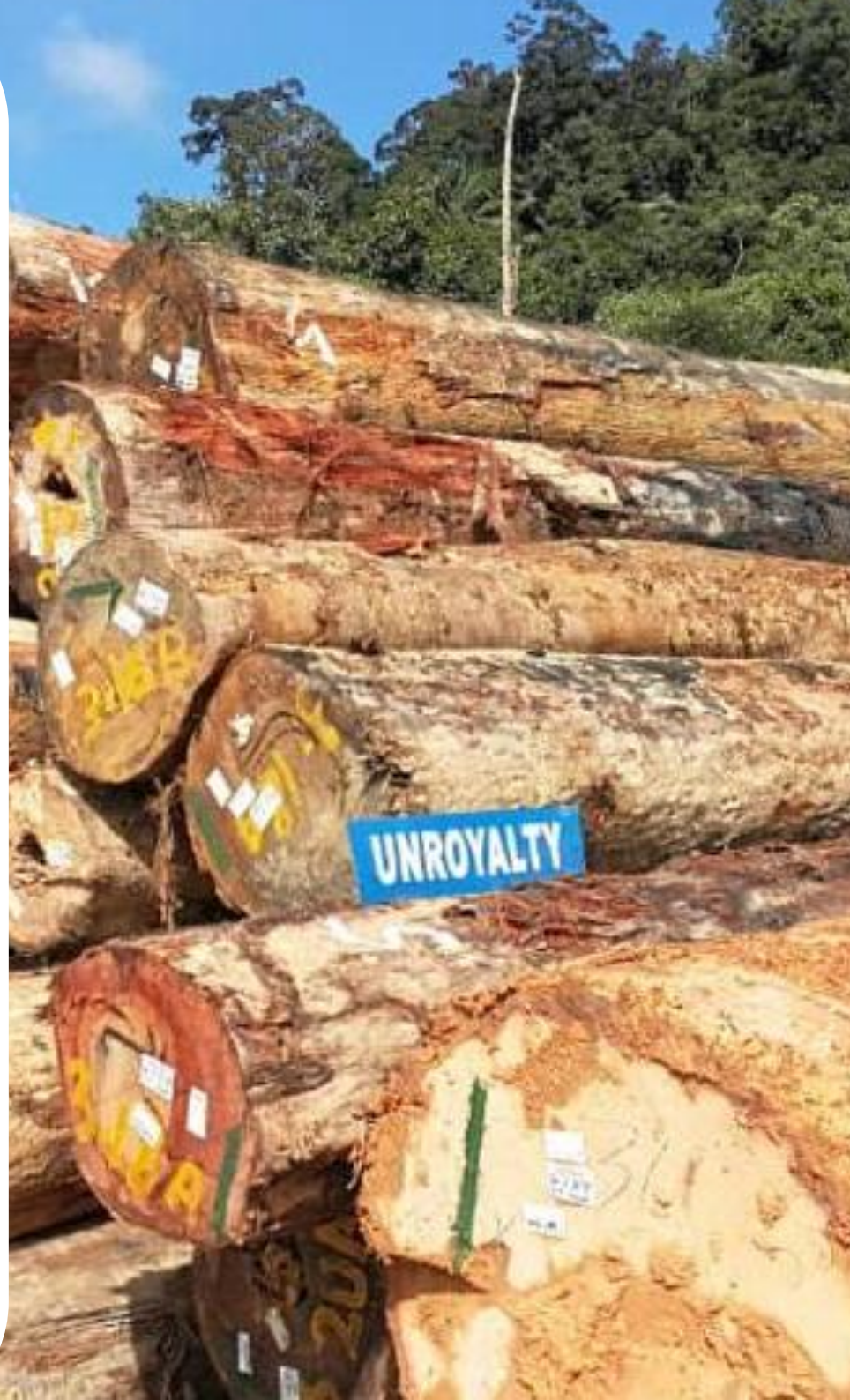
Customer Perspective
Fell to 64.00% after years of perfect or near-perfect scores

Financial Perspective
Remained relatively stable and healthy at 72.27%

PPPSD Perspective
Declined to 60.55%

Organisational Capacity Perspective
Remained a critical weak point at 39.33%, continuing its multi-year "Warning" trend

The widespread decline across other key perspectives suggests that 2021 was a year of significant operational and service delivery challenges for the department.



2021

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) In 2021, the Customer Perspective continues to focus on **measuring stakeholder satisfaction and overall service experience**. Through the Customer Satisfaction Rating, it evaluates how effectively the department delivers services aligned with public expectations and quality standards. It reflects the department's commitment to maintaining trust, responsiveness, and service excellence.	1	1
Financial Perspective (15%) The Financial Perspective in 2021 assesses two core areas: **efficient utilisation of financial resources and compliance with financial governance requirements**. Budget utilisation KPIs evaluate how well the OPEX, State Development, and Federal Development budgets are managed. Compliance KPIs—eCSA Score and Financial Management Compliance Index—measure the department's adherence to financial regulations and internal controls. The objective is to uphold transparency, accountability, and prudent financial management.	2	5
Process / Program / Project / Service Delivery Perspective (35%) This perspective evaluates the **department's operational performance and strategic programme implementation** across several forestry domains. The 2021 KPIs cover: Sustainable Forest Management (FMU certification and PFE gazettement progress); enforcement compliance; revenue collection performance; service delivery efficiency; forest landscape restoration and industrial forest initiatives (including Sarawak tree planting effort); research programmes; strategic partnerships; social forestry programmes; and adoption of geospatial monitoring systems (e.g., EFIMS). The aim is to strengthen governance, enhance sustainability, promote community participation, modernise forestry operations, and ensure effective project implementation.	9	10
Organizational Capacity Perspective (15%) In 2021, the Organisational Capacity Perspective focuses on **building staff competencies and strengthening organisational culture**. KPIs include achievement of SCS training hours as well as the Internal Cultural Rating, reflecting the department's commitment to workforce development, values-based behaviour, and continuous improvement. The objective is to support a capable, motivated, and values-driven workforce aligned with the department's long-term strategic goals.	2	2
	14	18

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective.
- ✓ Meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Set up Working Committee
- ✓ Prepare Questionnaire.
- ✓ Distribute questionnaire for external customer to respective RFO, Branch at HQ level and PHB
- ✓ Conduct field/survey checking: i. Log Pond, Sawmill, ii. Walk-in customer
- ✓ Collected all questionnaire from respective RFO, Branch at HQ level and PHB.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2 : Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3 : Percentage (%) of Utilisation of Federal Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.**
- ✓ **Prepare report and documentation for Financial Year performance.**
- ✓ **Workshop for Project Planning & Implementation**
- ✓ **Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS**
- ✓ **Prepare report and documentation for development project.**

F2: Enhance Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ Compliance with financial and accounting procedure. ✓ Conduct internal inspection on assets and stores. ✓ Self-assessment based on the 8 components by the respective component owner. ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator. ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
	✓ F2M2: Financial Management Compliance Index.	✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department. ✓ Proper monitoring and supervision. ✓ Initiate meeting on compliance index or progress report quarterly. ✓ Inspectorate/oversight visit to RFOs.

IP1: Enhance Sustainable Forest Management (SFM)

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Forest Management Certification.	✓ IP1M1: Total Area (Hectare) Of Certified Forest Management Unit (FMUs).	✓ Engagement/consultation with stakeholders. ✓ Participate in Forest Management Audit/Surveillance ✓ Study and recommend FMP for approval. ✓ Training on Forest Management Certification activities. ✓ Update database and records.
✓ Better management of Forest.	✓ IP1M2: Total Area (Hectare) of PFE approved by Minister for Urban Development and Natural Resources and submitted for gazettement (Initial).	✓ Conduct survey or research information on the identified area ✓ Identify suitable area for gazettement. ✓ Prepare proposal for initial gazettement.

IP2: Enhance Forest Enforcement

Description: The main purpose is to reduce incidences of non-compliance to the Forest Ordinances and License conditions and also to reduce illegal activities.

Intended Result(s):

- ✓ **Enhance inter-agencies operation to combat illegal logging;**
- ✓ **Less number of cases, complaints and volume of timber seized expected; To meet zero illegal logging in PFEs by 2025 as stated in FDS Strategic Planning (2021-2025);**
- ✓ **Improve submitted Investigation Papers (IPs) based on SOP requirements.**

Candidate Measure (KPI):

- ✓ **IP2M1: Forest Enforcement Compliance Rating.**

Candidate Initiative (Initiative):

- ✓ **Effectiveness management of Investigation Paper.**
- ✓ **Enhance effectiveness of communication between HQ and RFOs.**
- ✓ **Increase competency of Investigating Officer (IO).**
- ✓ **Increase numbers of operation via air, river and land.**

IP3: Enhance Revenue Collection

Description: To calculate inculcate culture based on result oriented among all staff at generally region and especially for RFO(s). all staff at regional office and especially for RFO(s). To minimize occurrences of similar issues. Look for best practices that could be applied other nature of work. Encourage good Governance.

Intended Result(s):

- ✓ **Quarterly Revenue Report.**

Candidate Measure (KPI):

- ✓ **IP3M1: Forest Revenue Compliance Rating.**

Candidate Initiative (Initiative):

- ✓ **Conduct TOT auditing and LPI compliancy.**
- ✓ **Identify the focal person for LPI compliancy and auditing.**
- ✓ **Improve and revising revenue process and procedures.**
- ✓ **Monitoring the cross-checking auditing program conducted.**
- ✓ **Number session renders together with HQ and Regional to implement engagement with stake holder.**

IP4: Enhance Service Delivery System

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations.

Intended Result(s):

- ✓ **Improved service delivery system that fulfils our commitment as in our client charters.**

Candidate Measure (KPI):

- ✓ **IP4M1: Operation Efficiency Rating.**

Candidate Initiative (Initiative):

- ✓ **Issuance of Removal Pass (Transit) within 2 working days from date of registration of application from place of Royalty Marking to Collect and Distribution Centre.**
- ✓ **Royalty Assessment carry out within 2 working days after date of submission.**
- ✓ **Respond toward complaints within 24 hours.**
- ✓ **Issuance Letter of Renewal Forest Timber Licence within 3 working days upon receiving payment due to the government.**

IP5: Strengthen Implementation of Forest Landscape Restoration and Industrial Forest

Description: Forest Department Sarawak embarks on a large-scale forest landscape restoration (FLR) programme to ensure sustainable forest management in Sarawak. The top priority would be to plant indigenous species on degraded areas within PFE. To achieve this, the department will work together with the local community, government departments, non-governmental organisations (NGOs), schools and the private sector. R&D will be conducted to support the implementation and development of FLR and industrial forest plantation.

Intended Result(s):

- ✓ **Restoration of degraded areas increases for better sustainable forest management.**

Candidate Measure (KPI):

- ✓ **IP5M1: 7,000,000 Trees planted throughout Sarawak.**

Candidate Initiative (Initiative):

- ✓ **To supply sufficient planting materials as well as to upgrade and establish nurseries**
- ✓ **To conduct restoration programmes/engagements including strategic collaboration and partnerships to securing funding for FLR implementation in the State.**
- ✓ **Tree Planting implementation and monitoring.**
- ✓ **Auditing and monitoring on progress planting (Industrial Tree Planting) in Licensed for Planted Forest area through technologies.**

IP6: Enhance Research & Development in PFE

Description: Research & development activities will support the department's vision including providing scientific data. Research findings will be published and disseminated.

Intended Result(s):
- ✓ **To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in PFE with special emphasis in FMU areas.**

Candidate Measure (KPI):
- ✓ **IP6M1: Number of research programmes conducted in FMU.**

Candidate Initiative (Initiative):
- ✓ **Meeting and planning.**
- ✓ **Field work and data gathering.**
- ✓ **Data analysis and reporting.**

IP7: Enhance Strategic Collaboration with Stakeholders

Description: To collaborate with new strategic stakeholders and enhancing collaboration with current stakeholders as well as to identify issues need to be deliberated or resolved.

Intended Result(s):
- ✓ **Strategic collaboration with stakeholders initiated and enhanced.**

Candidate Measure (KPI):
- ✓ **IP7M1: Number of new partnerships establish.**

Candidate Initiative (Initiative):
- ✓ **Identify forestry issues and needs of department that require strategic stakeholder collaboration.**
- ✓ **Coordinate consultation with stakeholders.**
- ✓ **Compile report on the consultation and prepare appropriate recommendations.**

IP8: Strengthening Social Forestry and Community

Description: To build, enhance and strengthen the trust of communities living in or surrounding PFE & HEP area as well as communities affected by logging activities through social forestry program such as public awareness (CEPA), community development, capacity building, community services and etc in helping to improve socioeconomic and well-being of the communities. In addition, social forestry is also a strategy and initiative of the department in achieving a vision for sustainable forest management.

Intended Result(s):
- ✓ To achieve department vision and to improve department image through social forestry programs.

Candidate Measure (KPI):
- ✓ IP8M1: Social Forestry and CEPA programs implemented.

Candidate Initiative (Initiative):
- ✓ Identify potential area and stakeholders.
- ✓ Prepare and submit proposal
- ✓ Organise and conduct activities upon approval
- ✓ Prepare quarterly KPI report

IP9: Enhance the Usage of Geospatial Technology and Monitoring System in Forestry

Description: To Leverage Technology Application in Forestry for Effective Forest Management.

Intended Result(s):
- ✓ Early Detection for Effective Enforcement Coordination.
- ✓ Up To Date Information on Existing Status of Permanent Forest.

Candidate Measure (KPI):
- ✓ IP9M1: EFIMS: The percentages of General Harvesting Map converted and disseminated to Respective Regional Office

Candidate Initiative (Initiative):
- ✓ Digitized coupe boundary of GP
- ✓ Data cleaning and edges matching
- ✓ Dissemination to all respective RFOs

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up Clinic GEMS during all courses organize by the Department.**
- ✓ **Roadshow every quarterly to selected Division to distribute training hours recorded in GEMS and create awareness to all staff.**
- ✓ **Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly.**
- ✓ **Distributing the name of staff which did not complete the training log quarterly.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Prepare questionnaires**
- ✓ **Distribute questionnaires for extend customer to respective RFOs, Branch at HQ Level and PHB.**
- ✓ **Collected all questionnaires from respective RFOs, Branch at HQ Level and PHB**

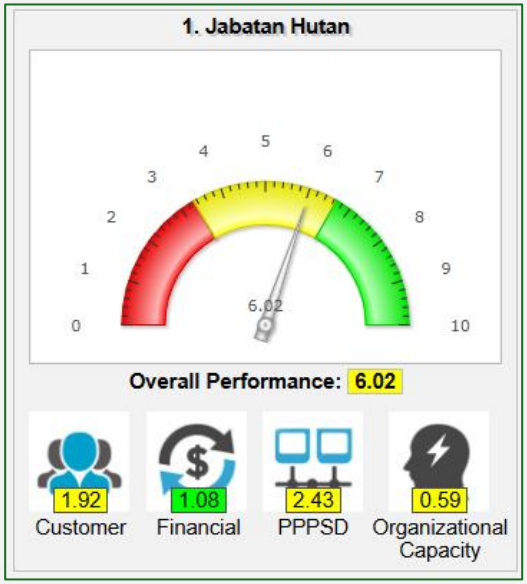
2021 PERFORMANCE RESULTS

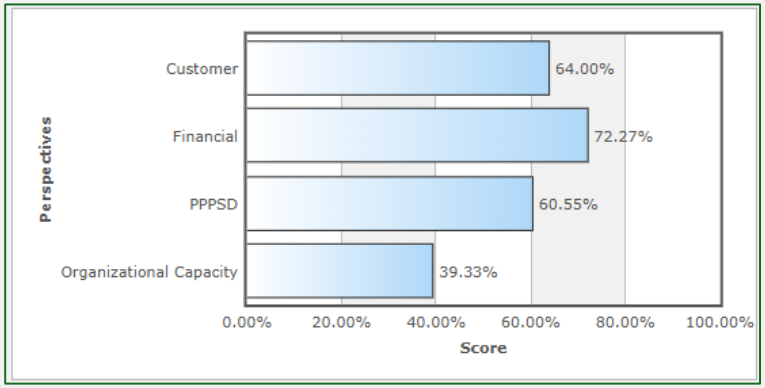
18 Indicators	11 Achieved	6.02 / 10 Overall Performance

CS1M1	84.60%	⚠	IP6M1	2	⚠
F1M1	95.83%	✓	IP7M1	7	✓
F1M2	34.32%	⚠	IP8M1	100	✓
F1M3	95.71%	⚠	IP9M1	63.11%	⚠
F2M1	94.10%	✓	OC1M1	87.24%	⚠
F2M2	88.24%	✓	OC2M1	81.81%	✓
IP1M1	0	⚠			
IP1M2	64,472 ha	✓			
IP2M1	2	✓			
IP3M1	4	✓			
IP4M1	97.19%	✓			
IP5M1	10,190,402	✓			

✓ ACHIEVED ⚠ NOT ACHIEVED

2021 Dashboard





2022
SCORECARD ACHIEVEMENT

Overall Score of 8.31/10

Customer Perspective
This rebound was anchored by a return to a perfect 100.00% score in the Customer perspective

Financial Perspective
improvements seen in financial performance, which reached 78.80%

PPPSD Perspective
Significant improvements were also seen in PPPSD, which rose to 84.62%

Organisational Capacity Perspective
showed some improvement, reaching 50.00%, it remained the department's weakest link and continued to carry a yellow "Warning" status

Despite this lingering internal capacity issue, the department's high achievements in strategic programs and external service delivery restored its overall healthy performance standing.



2022

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) In 2022, the Customer Perspective continues to focus on the **experience, satisfaction, and trust of stakeholders**. The key indicator—Customer Satisfaction Rating—assesses how well the department responds to public expectations, service needs, and overall service quality. A strong rating demonstrates reliability, professionalism, and service excellence.	1	1
Financial Perspective (15%) The Financial Perspective evaluates **budget utilisation efficiency and financial governance compliance**. KPIs measure performance in managing OPEX, State Development, and Federal Development budgets, ensuring resources are optimally used. Financial compliance indicators—eCSA Score and FMCI—assess adherence to internal control standards and regulatory requirements, reinforcing transparency and financial discipline within the organisation.	2	5
Process / Program / Project / Service Delivery Perspective (35%) This perspective in 2022 measures the department's **operational strength and effectiveness in implementing major forestry initiatives**. Areas assessed include Forest Management (FMU certification, revenue compliance, quality activities), forest conservation and development (PFE gazettement, enforcement index), large-scale greening and reforestation under the 7-million trees programme, research activities in PFE, community engagement through Social Forestry & CEPA, digital forestry adoption via EFIMS, and improvements in service delivery and integrity initiatives. This perspective ensures the department remains proactive, sustainable, community-focused, technologically advanced, and accountable.	3	13
Organizational Capacity Perspective (15%) The Organisational Capacity Perspective evaluates **staff development, competency, and internal culture**. Training and development KPIs measure the achievement of SCS training hours, while cultural ratings assess the degree to which shared organisational values are internalised. This perspective ensures the workforce remains skilled, engaged, value-driven, and prepared to support long-term institutional goals.	2	2
	8	21

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective; & meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire and getting endorsement from SHRU.
- ✓ Conduct survey and distributed questionnaire to external customer.
- ✓ Compiling the data and preparing the report.
- ✓ Getting feedback from stakeholder @ Staffs.
- ✓ Formulate, update and improved FDS Client Charter.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2: Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3: Percentage (%) of Utilisation of Federal Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.**
- ✓ **Prepare report and documentation for Financial Year performance.**
- ✓ **Workshop for Project Planning & Implementation**
- ✓ **Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS**
- ✓ **Physical project monitoring on the ground.**

F2: Enhance Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ Compliance with financial and accounting procedure. ✓ Conduct internal inspection on assets and stores. ✓ Self-assessment based on the 8 components by the respective component owner. ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator. ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
	✓ F2M2: Financial Management Compliance Index.	✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department. ✓ Proper monitoring and supervision. ✓ Initiate meeting on compliance index or progress report quarterly. ✓ Inspectorate/oversight visit to RFOs.

IP1: Enhance Sustainable Forest Management

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Imposed Forest Management Certification.	✓ IP1M1 : Total area (hectare) of certified Forest Management Unit (FMUs)	✓ Capacity Building on FMC. ✓ Issuance of reminder letters/warning/ show cause letters. ✓ To conduct FMCTC meeting which includes review/endorsement of Forest Management Plans, FMPs as well as to deliberate FMC issues in general.
✓ Achieving full Forest Revenue Compliance.	✓ IP1M2: Forest Revenue Compliance Rating.	✓ Allocate logs production and royalty, premium and cess (RPC) annual target for Regional Forest Offices (RFOs) ✓ Implementation of revenue compliancy audit program (desktop/physical) at strategic locations. ✓ Stakeholder engagement by RFOs ✓ Encourage FTLs & LPFs to use online service (licensee portal).
✓ Strategic collaboration with stakeholders initiated.	✓ IP1M3: Number of new strategic partnership initiated.	✓ To coordinate collaboration efforts.

Intended Result(s):

- ✓ **Rules and procedures are up-to-date and relevant with the current practice.**
- ✓ **Quality management programs implemented.**

Candidate Measure (KPI):

- ✓ **IP1M4: Number of regulations and procedures reviewed, revised / amended and formulated to Licensing Division**
- ✓ **IP1M5: Number of Quality Activities.**

Candidate Initiative (Initiative):

- ✓ **Formulate/review current regulations and procedures in accordance with current policies.**
- ✓ **To coordinate number of; Participation in SCSICA 2022 Participation in AKPANS 2022 Implementation of Quality Management System in FDS in 2022 Implementation of EKSA in FDS in 2022 Implementation of SCS Scorecard, myPortfolio in FDS in 2022 Innovation Month Programs/ activities in 2022**

IP2: Enhance Forest Conservation & Development

Description: To constitute and manage areas of forest as forest reserves for climatic stability and ecological balance thus safeguarding of water supply and environmental quality and the conservation of biological diversity, effective mechanism for prevention of forest offences, embarks on a large-scale forest landscape restoration (FLR) programmes to ensure sustainable forest management in Sarawak, research on forest biological resources, implementation of social forestry and CEPA programs and optimization on the use of state-of-the-art technology for better forest management.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient forest area in the State is reserved for sustainable forestry.	✓ IP2M1: Total area (hectarage) of proposed PFE submitted to ministry for initial gazettement.	✓ Conduct survey or collect research information on the identified area. ✓ Identify suitable area for gazettement. (Stateland within FMU/FTL/LPF and area replaced by Land and Survey) ✓ Prepare proposal for initial gazettement.
✓ Reduce incidences of non-compliance to the Forest Ordinances and License conditions.	✓ IP2M2: Enforcement Compliance Index (ECI).	✓ Increase numbers of operation via air, river and land. ✓ Increase competency of Investigating Officer (IO). ✓ Enhance effectiveness of communication between HQ and RFOs. ✓ Effectiveness management of Investigation Paper.
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP2M3: 7,000,000 Trees planted through Greening Sarawak Campaign.	✓ 6,000,000 trees planted under Industrial Tree Planting Programme in Licensed for Planted Forest (LPF). ✓ 1,000,000 trees planted by Forest Department.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in PFE with special emphasis in FMU areas.	✓ IP2M4: Number of research activities conducted in PFE areas.	✓ Meeting and planning. ✓ Fieldwork and data gathering. ✓ Reporting and Recommendation
✓ To achieve department vision and to improve department image through social forestry programs.	✓ IP2M5: Social Forestry and CEPA programs implemented.	✓ Identify potential area and stakeholders. ✓ Prepare and submit proposal. ✓ Organise and conduct activities upon approval.
✓ Early detection for effective enforcement coordination and up-to-date information on existing status of Permanent Forest.	✓ IP2M6: The percentages of Active PEC of Forest Timber Licences (FTL) Convert/Captured and Migrated (Digital) in EFIMS.	✓ Digitized block based on Provisional Map (active PEC). ✓ Quality Assessment (Cartographic Tolerance). ✓ Digitized block based on Provisional Map (active PEC).

IP3: Enhance Service Delivery.

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations. In the same time, having integrity helps foster an open and positive work environment and an ethical approach to decision-making.

Intended Result(s):

- ✓ **Have a strong work ethic and strive to produce high-quality service delivery consistently.**
- ✓ **Reducing costly errors, avoiding illegal activity, and keeping SCS 6 Core Values top of mind**

Candidate Measure (KPI):

- ✓ **IP3M1: Operation Efficiency Rating.**
- ✓ **IP3M2 : Percentage of Integrity Initiative Implemented.**

Candidate Initiative (Initiative):

- ✓ **Proper record and monitoring of service performance by audit exercises.**
- ✓ **Convene the meeting of Jawatankuasa Anti Rasuah (JAR) JHS.**
- ✓ **Integrity awareness programs.**

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up Clinic GEMS during all courses organize by the Department.**
- ✓ **Roadshow every quarterly to selected Division to distribute training hours recorded in GEMS and create awareness to all staff.**
- ✓ **Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly.**
- ✓ **Distributing the name of staff which did not complete the training log quarterly.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met, more conducive working environment, better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Scheduled and conducted the programmes related to the SCS share value with the involvement from FDS Officers and Staffs.**
- ✓ **To inform the FDS staffs to fill in the survey form.**
- ✓ **Getting feedback from stakeholder.**
- ✓ **Formulate, update and improved FDS Client Charter.**

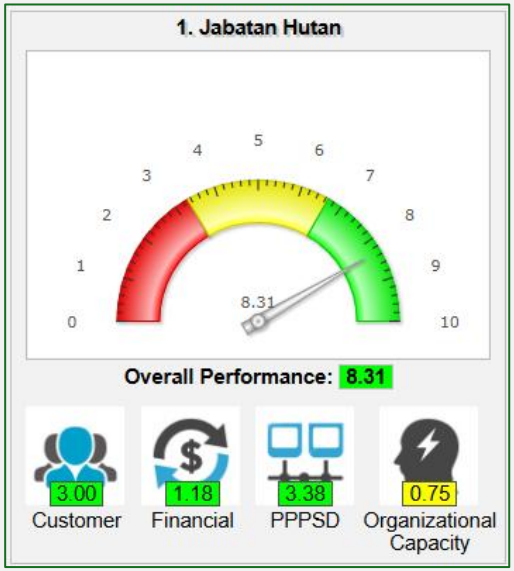
2022 PERFORMANCE RESULTS

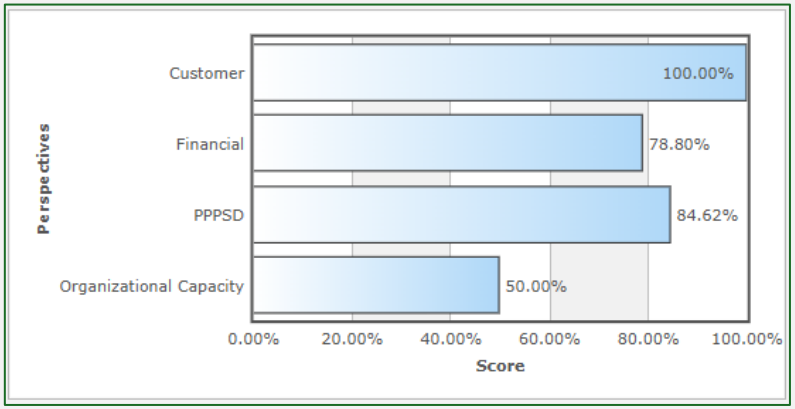
21 Indicators	17 Achieved	8.31 / 10 Overall Performance

CS1M1	96.90%	IP2M2	2
F1M1	99.46%	IP2M3	10,722,058
F1M2	49.86%	IP2M4	24
F1M3	98.09%	IP2M5	37
F2M1	97.00%	IP2M6	100%
F2M2	88.24%	IP3M1	98.50%
IP1M1	202,222 ha	IP3M2	89.70%
IP1M2	5	OC1M1	84.10%
IP1M3	12	OC2M1	85.31%
IP1M4	4		
IP1M5	80		
IP2M1	62,202.30 ha		

ACHIEVED NOT ACHIEVED

2022 Dashboard





2023
SCORECARD ACHIEVEMENT

Overall Score of 9.27/10

Customer Perspective
This banner year saw the department reach a perfect 100.00% in the Customer perspective

Financial Perspective
Strong financial performance of 87.80%

PPPSD Perspective
While the PPPSD perspective also hit a peak of 92.62%

Organisational Capacity Perspective
Experienced a breakthrough, surging to 84.00% and moving into a healthy "Green" status after years of "Warning" levels

Despite this lingering internal capacity issue, the department's high achievements in strategic programs and external service delivery restored its overall healthy performance standing.



2023

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) The Customer Perspective in 2023 continues to evaluate **stakeholder satisfaction, service delivery quality, and public confidence** in the Department's performance. The Customer Satisfaction Rating reflects how effectively the organisation meets expectations for timely, responsive, and high-quality services. A high score demonstrates strong public trust and consistent service excellence.	1	1
Financial Perspective (15%) This perspective assesses the department's **financial stewardship, spending efficiency, and compliance with financial governance standards**. Evaluation covers OPEX, State Development, and Federal Development budget utilisation, as well as compliance ratings such as eCSA and FMCI. The 2023 results highlight strong financial discipline, optimal budget utilisation, and solid adherence to regulatory frameworks.	2	5
Process / Program / Project / Service Delivery Perspective (35%) The Process / Programme / Project / Service Delivery Perspective recorded strong overall performance in 2023. Key operational targets—such as FMU certification expansion, enforcement compliance, and digitalisation through EFIMS—were successfully achieved or exceeded. The department also made solid progress in regulatory reviews, PFE gazettement, and strategic partnerships, supporting better forest governance. Reforestation efforts under the Greening Sarawak Campaign surpassed expectations, alongside increased research activities and active community engagement through Social Forestry and CEPA programmes. These achievements reflect improved operational efficiency, strengthened conservation outcomes, and enhanced service delivery across core forestry functions.	3	13
Organizational Capacity Perspective (15%) This perspective evaluates **staff competency, skill development, and internal culture**, ensuring the department maintains a capable, value-oriented workforce. The 2023 KPIs focus on achieving SCS training hour requirements and embedding shared values across the organisation. Results show significant improvement in capacity building and positive organisational culture.	2	2
	8	21

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective; & meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire and getting endorsement from SHRU.
- ✓ Conduct survey and distributed questionnaire to external customer.
- ✓ Compiling the data and preparing the report.
- ✓ Getting feedback from stakeholder @ Staffs.
- ✓ Formulate, update and improved FDS Client Charter.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2: Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3: Percentage (%) of Utilisation of Federal Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.**
- ✓ **Prepare report and documentation for Financial Year performance.**
- ✓ **Workshop for Project Planning & Implementation**
- ✓ **Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS**
- ✓ **Physical project monitoring on the ground.**

F2: Enhance Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):

- ✓ Achieving Full Financial Compliance.

Candidate Measure (KPI):

- ✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.
- ✓ F2M2: Financial Management Compliance Index.

Candidate Initiative (Initiative):

- ✓ Compliance with financial and accounting procedure.
- ✓ Conduct internal inspection on assets and stores.
- ✓ Self-assessment based on the 8 components by the respective component owner.
- ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator.
- ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
- ✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department.
- ✓ Proper monitoring and supervision.
- ✓ Initiate meeting on compliance index or progress report quarterly.
- ✓ Inspectorate/oversight visit to RFOs.

IP1: Enhance Sustainable Forest Management

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Imposed Forest Management Certification.	✓ IP1M1: Total area (hectare) of certified Forest Management Unit (FMUs)	✓ Capacity Building on FMC. ✓ Issuance of reminder letters/warning/ show cause letters. ✓ To conduct FMCTC meeting which includes review/endorsement of Forest Management Plans, FMPs as well as to deliberate FMC issues in general.
✓ Achieving full Forest Revenue Compliance.	✓ IP1M2: Forest Revenue Compliance Rating.	✓ Allocate logs production and royalty, premium and cess (RPC) annual target for Regional Forest Offices (RFOs) ✓ Encourage FTLs & LPFs to use online service (licensee portal). ✓ Implementation of revenue compliancy audit program (desktop/physical) at strategic locations. ✓ Stakeholder engagement by RFOs
✓ Strategic collaboration with stakeholders initiated.	✓ IP1M3: Number of new strategic partnership initiated.	✓ To implement collaborative projects/activities/programs. ✓ To coordinate collaboration efforts.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Rules and procedures are up-to-date and relevant with the current practice.	✓ IP1M4: Number of regulations and procedures reviewed, revised/amended and formulated related to forestry matters.	✓ Formulate/review current regulations and procedures in accordance with current policies. ✓ To conduct discussion/meeting/workshop and dialogue with the stakeholders ✓ To prepare proposal paper to Director of Forests/Minister for approval
✓ Quality management programs implemented.	✓ IP1M5: Number of Quality Activities.	✓ Conduct Innovation Month Programs/activities. ✓ Plan and monitor all quality activities ✓ To coordinate all quality activities
✓ Early detection for effective enforcement coordination and up-to-date information on existing status of Permanent Forest.	✓ IP1M6: The percentages of Active PEC of Forest Timber Licences (FTL) Convert/Captured and Migrated (Digital) in EFIMS.	✓ Digitized block based on Provisional Map (active PEC). ✓ Quality Assessment (Cartographic Tolerance). ✓ Publishing into EFIMS.

IP2: Enhance Forest Conservation & Development

Description: To constitute and manage areas of forest as forest reserves for climatic stability and ecological balance thus safeguarding of water supply and environmental quality and the conservation of biological diversity, effective mechanism for prevention of forest offences, embarks on a large-scale forest landscape restoration (FLR) programmes to ensure sustainable forest management in Sarawak, research on forest biological resources, implementation of social forestry and CEPA programs and optimization on the use of state-of-the-art technology for better forest management.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient forest area in the State is reserved for sustainable forestry.	✓ IP2M1: Total area (hectarage) of proposed PFE submitted to ministry for initial gazettement.	✓ Conduct survey or collect research information on the identified area. ✓ Identify suitable area for gazettement. (Stateland within FMU/FTL/LPF and area replaced by Land and Survey) ✓ Prepare proposal for initial gazettement.
✓ Reduce incidences of non-compliance to the Forest Ordinances and License conditions.	✓ IP2M2: Enforcement Compliance Index (ECI).	✓ Increase numbers of operation via air, river and land. ✓ Increase competency of Investigating Officer (IO). ✓ Enhance effectiveness of communication between HQ and RFOs. ✓ Effectiveness management of Investigation Paper.
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP2M3: 7,000,000 Trees planted through Greening Sarawak Campaign.	✓ 6,000,000 trees planted under Industrial Tree Planting Programme in Licensed for Planted Forest (LPF). ✓ 1,000,000 trees planted by Forest Department.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in PFE with special emphasis in FMU areas.	✓ IP2M4: Number of research activities conducted in PFE areas.	✓ Meeting and planning. ✓ Fieldwork and data gathering. ✓ Reporting and Recommendation
✓ To achieve department vision and to improve department image through social forestry programs.	✓ IP2M5: Social Forestry and CEPA programs implemented.	✓ Identify potential area and stakeholders. ✓ Prepare and submit proposal. ✓ Organise and conduct activities upon approval.

IP3: Enhance Service Delivery.

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations. In the same time, having integrity helps foster an open and positive work environment and an ethical approach to decision-making.

Intended Result(s):

- ✓ **Have a strong work ethic and strive to produce high-quality service delivery consistently.**
- ✓ **Reducing costly errors, avoiding illegal activity, and keeping SCS 6 Core Values top of mind**

Candidate Measure (KPI):

- ✓ **IP3M1: Operation Efficiency Rating.**
- ✓ **IP3M2: Percentage of Integrity Initiative Implemented.**

Candidate Initiative (Initiative):

- ✓ **Proper record and monitoring of service performance by audit exercises.**
- ✓ **Convene the meeting of Jawatankuasa Anti Rasuah (JAR) JHS.**
- ✓ **Integrity awareness programs.**

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up Clinic GEMS during all courses organize by the Department.**
- ✓ **Roadshow every quarterly to selected Division to distribute training hours recorded in GEMS and create awareness to all staff.**
- ✓ **Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly.**
- ✓ **Distributing the name of staff which did not complete the training log quarterly.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met, more conducive working environment, better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Scheduled and conducted the programmes related to the SCS share value with the involvement from FDS Officers and Staffs.**
- ✓ **To inform the FDS staffs to fill in the survey form.**
- ✓ **Getting feedback from stakeholder.**
- ✓ **Formulate, update and improved FDS Client Charter.**

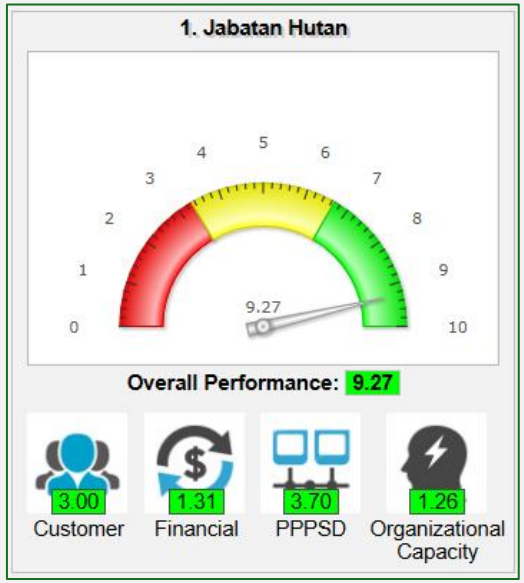
2023 PERFORMANCE RESULTS

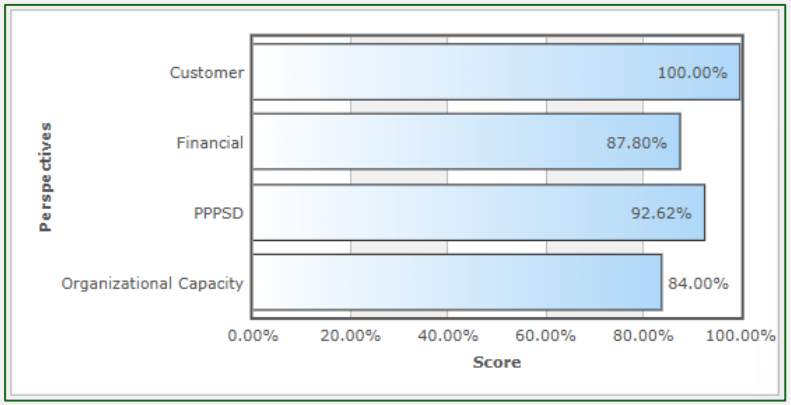
20 Indicators	20 Achieved	9.27 / 10 Overall Performance

CS1M1	96.30%	IP2M2	1
F1M1	98.44%	IP2M3	11,832,487
F1M2	94.77%	IP2M4	25
F1M3	97.09%	IP2M5	61
F2M1	95.10%	IP3M1	91.40%
F2M2	82.35%	IP3M2	82.03%
IP1M1	700,190 ha	OC1M1	95.20%
IP1M2	5	OC2M1	85.31%
IP1M3	12		
IP1M4	10		
IP1M5	49		
IP2M1	13,125 ha		

ACHIEVED NOT ACHIEVED

2023 Dashboard





2024
SCORECARD ACHIEVEMENT

Overall Score of 7.65/10

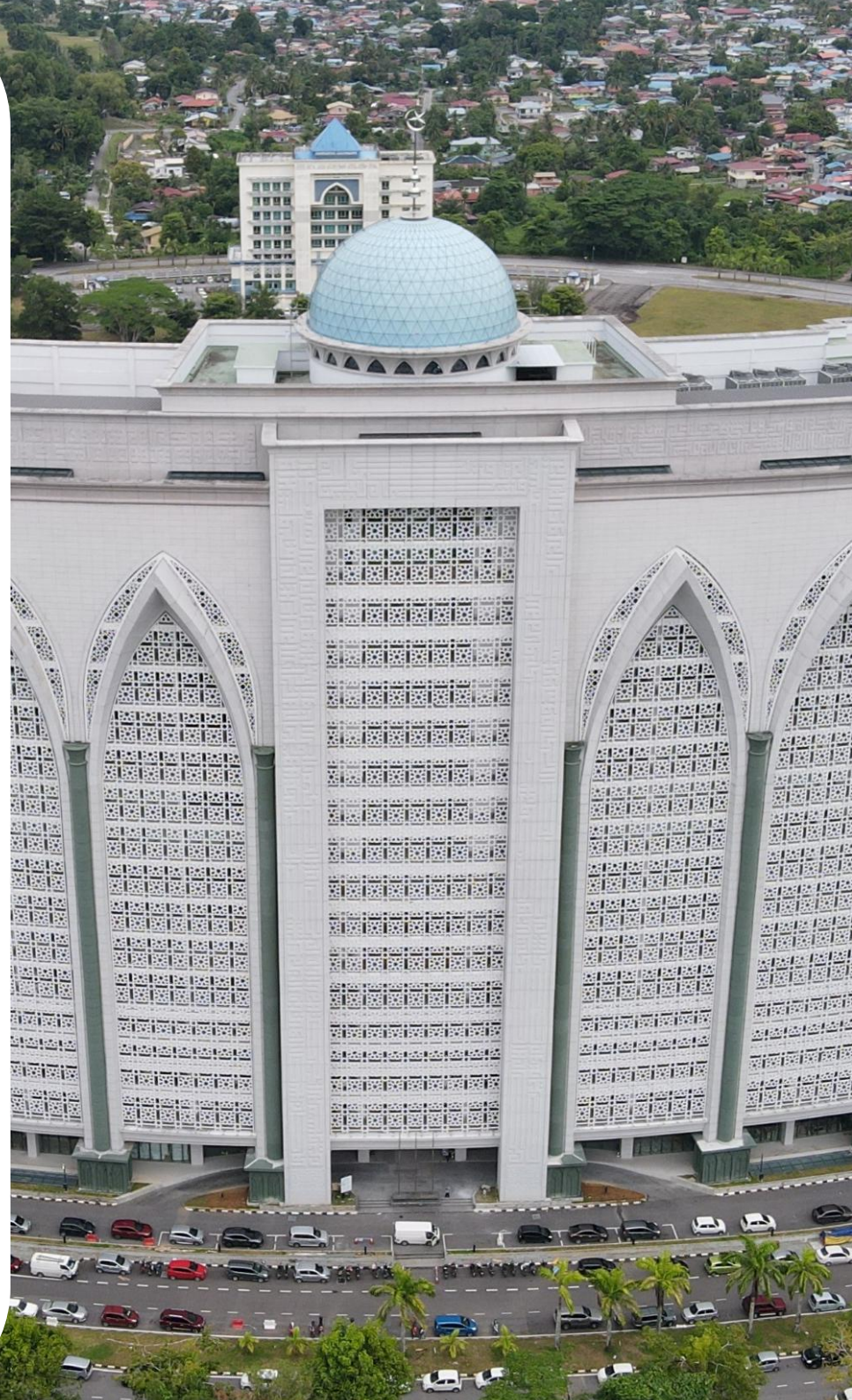
Customer Perspective
the leading perspective with a high score of 87.33%

Financial Perspective
Fair performance at 79.53%

PPPSD Perspective
PPSD followed closely at 83.58%

Organisational Capacity Perspective
Experienced a notable decline to 60.30%

These results suggest that while the department has successfully fortified its internal infrastructure and strategic programs, focus now needs to shift back toward improving external service delivery and stakeholder satisfaction to restore the balanced excellence seen in previous years.



2024

Perspectives	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) In 2024, the Customer Perspective evaluates stakeholder satisfaction with the department's services. Through the **Customer Satisfaction Rating**, the department measures how effectively it delivers services, responds to stakeholder needs, and maintains public confidence in forestry management and administration.	1	1
Financial Perspective (15%) The Financial Perspective assesses **the efficiency of budget utilisation and financial governance**. KPIs measure the utilisation of **OPEX, State Development, and Federal Development budgets**, ensuring resources are managed responsibly. Financial compliance indicators such as the **Electronic Compliance Self-Assessment (eCSA) Score** and Financial Management Compliance Index evaluate adherence to financial regulations, internal controls, and accountability standards.	2	5
Process / Program / Project / Service Delivery Perspective (35%) In 2024, this perspective evaluates the department's **operational effectiveness in implementing forestry programmes and strategic initiatives**. KPIs assess sustainable forest management (FMU certification), revenue compliance, research activities, and strategic partnerships. It also measures **digital transformation through EFIMS, licensing efficiency, and progress toward the Sarawak Delta UNESCO Global Geopark application**. Conservation and development efforts are evaluated through **PFE gazettement, enforcement compliance, large-scale tree planting under the Greening Sarawak Campaign, community engagement through Social Forestry and CEPA programmes, and regulatory improvements**. Service delivery efficiency and integrity initiatives are also assessed to ensure accountable and high-quality public service.	3	15
Organizational Capacity Perspective (15%) The Organizational Capacity Perspective evaluates the department's **human capital development and organisational culture**. KPIs measure staff competency through **achievement of SCS training hours in GEMS** and assess the internalisation of organisational values through the **Internal Cultural Rating,** ensuring a capable, value-driven workforce that can sustain long-term organisational performance.	2	2
	8	**23**

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective; & meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire and getting endorsement from Management.
- ✓ Conduct survey and distributed questionnaire to internal & external customer.
- ✓ Compiling the data and preparing the report.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ **Maximum benefit achieved with optimal budget utilisation.**
- ✓ **Completion of all the annual programmes and activities set.**

Candidate Measure (KPI):

- ✓ **F1M1: Percentage (%) of Utilisation of OPEX Budget.**
- ✓ **F1M2: Percentage (%) of Utilisation of State Development Budget.**
- ✓ **F1M3: Percentage (%) of Utilisation of Federal Development Budget.**

Candidate Initiative (Initiative):

- ✓ **Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.**
- ✓ **Prepare report and documentation for Financial Year performance.**
- ✓ **Workshop for Project Planning & Implementation**
- ✓ **Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS**
- ✓ **Physical project monitoring on the ground.**

F2: Enhance Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ Compliance with financial and accounting procedure. ✓ Conduct internal inspection on assets and stores. ✓ Self-assessment based on the 8 components by the respective component owner. ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator. ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
	✓ F2M2: Financial Management Compliance Index.	✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department. ✓ Proper monitoring and supervision. ✓ Initiate meeting on compliance index or progress report quarterly. ✓ Inspectorate/oversight visit to RFOs.

IP1: Enhance Forest Management

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Imposed Forest Management Certification.	✓ IP1M1: Total area (hectare) of certified Forest Management Unit (FMUs)	✓ Capacity Building on FMC. ✓ Issuance of reminder letters/warning/ show cause letters. ✓ To conduct FMCTC meeting which includes review/endorsement of Forest Management Plans, FMPs as well as to deliberate FMC issues in general.
✓ Achieving full Forest Revenue Compliance.	✓ IP1M2: Forest Revenue Compliance Rating.	✓ Allocate logs production and royalty, premium and cess (RPC) annual target for Regional Forest Offices (RFOs) ✓ Encourage FTLs & LPFs to use online service (licensee portal). ✓ Implementation of revenue compliancy audit program (desktop/physical) at strategic locations. ✓ Stakeholder engagement by RFOs
✓ To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in forest areas	✓ IP1M3: Number of research activities conducted in forest areas.	✓ Conduct Research. ✓ Dissemination of research findings

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Strategic collaboration with stakeholders initiated.	✓ IP1M4: Number of new strategic partnership initiated.	✓ To initiate and coordinate collaboration efforts. ✓ To implement collaborative projects/activities/programs.
✓ Active PEC of Forest Licences Convert/ Captured and Migrated (Digital) in EFIMS.	✓ IP1M5: The percentages of Active PEC of Forest Licences Convert/ Captured and Migrated (Digital) in EFIMS.	✓ Digitized block based on Provisional Map (active PEC). ✓ Quality Assessment (Cartographic Tolerance) ✓ Digitized block based on Provisional Map (active PEC).
✓ The efficiency of Licensing Division enhanced.	✓ IP1M6: The percentage of efficiency by Licensing Division.	✓ Updating the System (REVLOG). ✓ Review the Procedure in MS ISO 9001:2015
✓ The application dossier for Aspiring Sarawak Delta UNESCO Global Geopark is completed and submitted to UNESCO Global Geopark secretariat before 30th November 2024.	✓ IP1M7: Percentage of completion of application dossier for Aspiring Sarawak Delta UNESCO Global Geopark.	✓ Appointment of consultant ✓ Submission of Inception and Progress Reports. ✓ Endorsement and submission of the application dossier to Suruhanjaya Kebangsaan Unesco Malaysia (SKUM)

IP2: Enhance Forest Conservation & Development

Description: To constitute and manage areas of forest as forest reserves for climatic stability and ecological balance thus safeguarding of water supply and environmental quality and the conservation of biological diversity, effective mechanism for prevention of forest offences, embarks on a large-scale forest landscape restoration (FLR) programmes to ensure sustainable forest management in Sarawak, research on forest biological resources, implementation of social forestry and CEPA programs and optimization on the use of state-of-the-art technology for better forest management.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient forest area in the State is reserved for sustainable forestry.	✓ IP2M1: Total area (hectarage) of proposed PFE submitted to ministry for final gazettement.	✓ IP2M1: Identify suitable area for final gazettement. ✓ Publish initial gazettement in local newspaper ✓ Prepare proposal for final gazettement based on inquiry report.
✓ Reduce incidences of non-compliance to the Forest Ordinances and License conditions.	✓ IP2M2: 7,000,000 Trees planted through Greening Sarawak Campaign.	✓ 6,000,000 trees planted under Industrial Tree Planting Programme in Licensed for Planted Forest (LPF). ✓ 1,000,000 trees planted under Forest Department's: initiatives.
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP2M3: Enforcement Compliance Index (ECI).	✓ Increase numbers of operation via air, river and land ✓ Increase competency of Investigating Officer (IO) ✓ Enhance effectiveness of communication between HQ and RFOs. ✓ Effectiveness management of Investigation Paper.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ To achieve department vision and to improve department image through social forestry programs.	✓ IP2M4: Percentage of Social Forestry and CEPA programs implemented.	✓ Identify potential area and stakeholders ✓ Prepare and submit proposal ✓ Organise and conduct activities upon approval
✓ Quality management programs implemented.	✓ IP2M5: Number of Quality related activities/initiatives.	✓ To Plan and Execute all quality related activities. ✓ To Coordinate and Monitor all quality activities.
✓ Rules and procedures are up-to-date and relevant with the current practice.	✓ IP2M6: Number of procedures, circular, gazettes, rules and regulations and provisions of the Ordinance formulated, enacted, reviewed, revised and amended related to forestry matters.	✓ Identify the procedures, circular, gazettes, rules and regulations and provisions of the Ordinance to be formulated, enacted, reviewed, revised and amended related to forestry matters. ✓ To conduct discussion/meeting/workshop and dialogue with the stakeholders ✓ To prepare proposal paper to Director of Forests/Minister for approval

IP3: Enhance Service Delivery.

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations. In the same time, having integrity helps foster an open and positive work environment and an ethical approach to decision-making.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Have a strong work ethic and strive to produce high-quality service delivery consistently.	✓ IP3M1: Operation Efficiency Rating.	✓ Proper record and monitoring of service performance by audit exercises.
✓ Reducing costly errors, avoiding illegal activity, and keeping SCS 6 Core Values top of mind	✓ IP3M2: Percentage of Integrity Initiative Implemented.	✓ Convene the meeting of Jawatankuasa Anti Rasuah (JAR) JHS. ✓ Integrity awareness programs.

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1: Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative(s):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up Clinic GEMS during all courses organize by the Department.**
- ✓ **Roadshow every quarterly to selected Division to distribute training hours recorded in GEMS and create awareness to all staff.**
- ✓ **Issue a reminder memo to all HoD to inform their staff to update training record in GEMS once they attended a course or at least do it quarterly.**
- ✓ **Distributing the name of staff which did not complete the training log quarterly.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Scheduled and conducted the programmes related to the SCS share value with the involvement from FDS Officers and Staffs.**
- ✓ **To inform the FDS staffs to fill in the survey form.**
- ✓ **Getting feedback from stakeholder.**
- ✓ **Formulate, update and improved FDS Client Charter.**

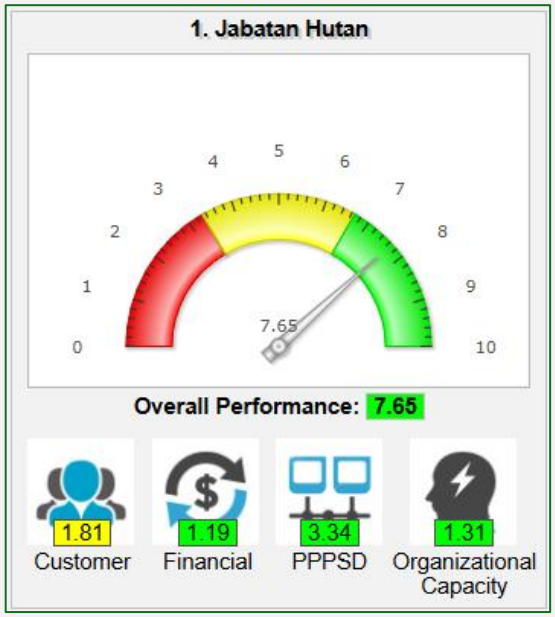
2024 PERFORMANCE RESULTS

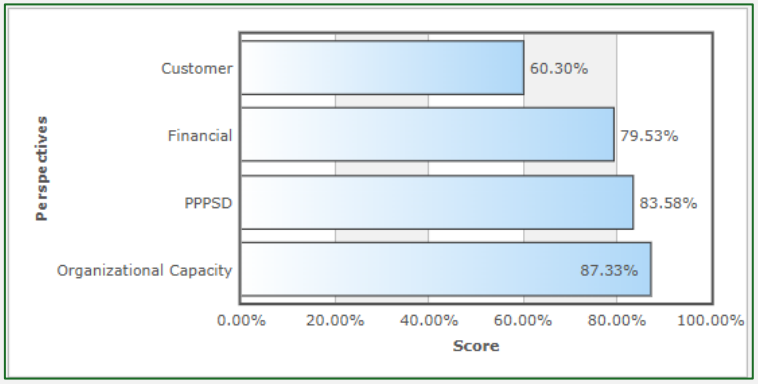
23 Indicators	19 Achieved	7.65 / 10 Overall Performance

CS1M1	84.04%	⚠	IP1M7	100%	✓
F1M1	100%	✓	IP2M1	33,407 ha	⚠
F1M2	66.76%	⚠	IP2M2	21,461,083	✓
F1M3	98.74%	✓	IP2M3	1	✓
F2M1	97.20%	✓	IP2M4	54	✓
F2M2	88.24%	✓	IP2M5	130	✓
IP1M1	325,788 ha	⚠	IP2M6	16	✓
IP1M2	5	✓	IP3M1	90.03%	✓
IP1M3	31	✓	IP3M2	83.64%%	✓
IP1M4	17	✓	OC1M1	96.21%	✓
IP1M5	100%	✓	OC2M1	86.36%	✓
IP1M6	96.50%	✓			

✓ ACHIEVED ⚠ NOT ACHIEVED

2024 Dashboard





2025
SCORECARD ACHIEVEMENT

Overall Score of 9.19/10

Customer Perspective
the leading perspective with a perfect score of 100%

Financial Perspective
Uptrend performance at 95.47%

PPPSD Perspective
PPSD increased to 87.02%

Organisational Capacity Perspective
Experienced an increased to 83.87%

Forest Department Sarawak recorded an overall performance score of 9.19 out of 10, 2nd highest score in 2014–2025-year report. This year was characterized by a significant shift in departmental strengths; for the first time in several years, Organizational Capacity became the leading perspective with the highest score of 100%



2025

Perspectives

	Number of Strategic Objectives	Number of KPIs
Customer Perspective (35%) In 2025, the Customer Perspective Focuses on stakeholder satisfaction and service quality through the Customer Satisfaction Rating, reflecting how effectively the department meets public expectations and delivers reliable, high-quality services.	1	1
Financial Perspective (15%) Evaluates efficiency in budget utilisation across OPEX, State, and Federal allocations, while ensuring strong financial governance through high compliance with eCSA and Financial Management Compliance Index, promoting accountability and disciplined financial management.	2	5
Process / Program / Project / Service Delivery Perspective (35%) Assesses operational effectiveness in forest management and sustainability, including FMU certification, revenue compliance, research activities, innovation (e.g., planting technology), and strategic partnerships. It also evaluates conservation efforts such as PFE gazettement, large-scale tree planting, enforcement compliance, community engagement, and regulatory improvements, alongside service efficiency and integrity. This ensures a balanced focus on sustainability, innovation, governance, and service excellence.	3	15
Organizational Capacity Perspective (15%) Measures workforce capability and organisational culture through training achievement and internal cultural ratings, ensuring staff are competent, value-driven, and able to support the department's long-term strategic objectives.	2	2
	8	23

CS1: Enhance Customer Satisfaction

Description: Ensure that the stakeholders and customer's needs are catered for. It involves both the external and internal customers of the department. The services rendered to them are rated.

Intended Result(s):

- ✓ Achieve our client charter customer satisfaction objective; & meet and satisfy stakeholders and customers high expectations.

Candidate Measure:

- ✓ CS1M1: Customer Satisfaction Rating

Candidate Initiative (Initiative):

- ✓ Prepare Questionnaire and getting endorsement from Management.
- ✓ Conduct survey and distributed questionnaire to internal & external customer.
- ✓ Compiling the data and preparing the report.

F1: Prudent Budget Management

Ensure that the budget allocated to Forest Department is optimally utilized to meet all objectives set up and ensure that all the annual programmes and activities are efficiently and effectively carried out.

Intended Result(s):

- ✓ Maximum benefit achieved with optimal budget utilisation.
- ✓ Completion of all the annual programmes and activities set.

Candidate Measure (KPI):

- ✓ F1M1: Percentage (%) of Utilisation of OPEX Budget.
- ✓ F1M2: Percentage (%) of Utilisation of State Development Budget.
- ✓ F1M3: Percentage (%) of Utilisation of Federal Development Budget.

Candidate Initiative (Initiative):

- ✓ Set up Jawatankuasa Pemantauan Perbelanjaan Mengurus B35 JHS.
- ✓ Prepare report and documentation for Financial Year performance.
- ✓ Workshop for Project Planning & Implementation
- ✓ Jawatankuasa Pemantauan Projek Pembangunan (JPPP) JHS
- ✓ Physical project monitoring on the ground.

F2: Enhance Financial Regulatory Compliance

Description: Enhance department understanding and compliance on financial regulations.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Achieving Full Financial Compliance.	✓ F2M1: Electronic Compliance Self-Assessment (eCSA) Score.	✓ Compliance with financial and accounting procedure. ✓ Conduct internal inspection on assets and stores. ✓ Self-assessment based on the 8 components by the respective component owner. ✓ Monitoring reports on eCSA from Internal Audit Unit, Chief Minister's Department by department's eCSA System Administrator. ✓ Actual eCSA auditing by Internal Audit Unit, Chief Minister's Department.
	✓ F2M2: Financial Management Compliance Index.	✓ Compliance with financial and accounting procedures, Treasury Instructions and circulars from State Secretary, State Financial Secretary and State Treasury Department. ✓ Proper monitoring and supervision. ✓ Initiate meeting on compliance index or progress report quarterly. ✓ Inspectorate/oversight visit to RFOs.

IP1: Enhance Forest Management

Description: To ensure that the forest resources are managed for the sustainable production of timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Imposed Forest Management Certification.	✓ IP1M1: Total area (hectare) of certified Forest Management Unit (FMUs)	✓ Capacity Building on FMC. ✓ Issuance of reminder letters/warning/ show cause letters. ✓ To conduct FMCTC meeting which includes review/endorsement of Forest Management Plans, FMPs as well as to deliberate FMC issues in general.
✓ Achieving full Forest Revenue Compliance.	✓ IP1M2: Forest Revenue Compliance Rating.	✓ Allocate logs production and royalty, premium and cess (RPC) annual target for Regional Forest Offices (RFOs) ✓ Encourage FTLs & LPFs to use online service (licensee portal). ✓ Implementation of revenue compliancy audit program (desktop/physical) at strategic locations. ✓ Stakeholder engagement by RFOs
✓ To provide scientific information on flora, fauna and forest environment for SFM and enhance multi-disciplinary research in forest areas	✓ IP1M3: Number of research activities conducted in forest areas.	✓ Conduct Research. ✓ Dissemination of research findings

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Strategic collaboration with stakeholders initiated.	✓ IP1M4: Number of new strategic partnership initiated.	✓ To initiate and coordinate collaboration efforts. ✓ To implement collaborative projects/activities/programs.
✓ Development of planting media and seed encapsulation.	✓ IP1M5: Development of planting media and seed encapsulation.	✓ Planting Media Development. ✓ Seed Encapsulation Development
✓ The efficiency of Licensing Division enhanced.	✓ IP1M6: The percentage of efficiency by Licensing Division.	✓ Updating the System (REVLOG). ✓ Review the Procedure in MS ISO 9001:2015
✓ The application dossier for Aspiring Sarawak Delta UNESCO Global Geopark is completed and submitted to UNESCO Global Geopark secretariat before 30th November 2024.	✓ IP1M7: Percentage of completion of the evaluation process by UNESCO Global Geopark secretariat	✓ Self-Assessment Workshop. ✓ Documentation and site preparation. ✓ Mock Audit as preparation before evaluation by the UNESCO Evaluators.

IP2: Enhance Forest Conservation & Development

Description: To constitute and manage areas of forest as forest reserves for climatic stability and ecological balance thus safeguarding of water supply and environmental quality and the conservation of biological diversity, effective mechanism for prevention of forest offences, embarks on a large-scale forest landscape restoration (FLR) programmes to ensure sustainable forest management in Sarawak, research on forest biological resources, implementation of social forestry and CEPA programs and optimization on the use of state-of-the-art technology for better forest management.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ Sufficient forest area in the State is reserved for sustainable forestry.	✓ IP2M1: Total area (hectarage) of proposed PFE submitted to ministry for final gazettement.	✓ IP2M1: Identify suitable area for final gazettement. ✓ Publish initial gazettement in local newspaper ✓ Prepare proposal for final gazettement based on inquiry report.
✓ Reduce incidences of non-compliance to the Forest Ordinances and License conditions.	✓ IP2M2: 7,000,000 Trees planted through Greening Sarawak Campaign.	✓ 6,000,000 trees planted under Industrial Tree Planting Programme in Licensed for Planted Forest (LPF). ✓ 1,000,000 trees planted under Forest Department's: initiatives.
✓ Restoration of degraded areas increases for better sustainable forest management.	✓ IP2M3: Enforcement Compliance Index (ECI).	✓ Increase numbers of operation via air, river and land ✓ Increase competency of Investigating Officer (IO) ✓ Enhance effectiveness of communication between HQ and RFOs. ✓ Effectiveness management of Investigation Paper.

Intended Result(s):	Candidate Measure (KPI):	Candidate Initiative (Initiative):
✓ To achieve department vision and to improve department image through social forestry programs.	✓ IP2M4: Percentage of Social Forestry and CEPA programs implemented.	✓ Identify potential area and stakeholders ✓ Prepare and submit proposal ✓ Organise and conduct activities upon approval
✓ Quality management programs implemented.	✓ IP2M5: Number of Quality related activities/initiatives.	✓ To Plan and Execute all quality related activities. ✓ To Coordinate and Monitor all quality activities.
✓ Rules and procedures are up-to-date and relevant with the current practice.	✓ IP2M6: Number of procedures, circular, gazettes, rules and regulations and provisions of the Ordinance formulated, enacted, reviewed, revised and amended related to forestry matters.	✓ Identify the procedures, circular, gazettes, rules and regulations and provisions of the Ordinance to be formulated, enacted, reviewed, revised and amended related to forestry matters. ✓ To conduct discussion/meeting/workshop and dialogue with the stakeholders ✓ To prepare proposal paper to Director of Forests/Minister for approval

IP3: Enhance Service Delivery.

Description: This ensures the service delivery system not only meets or exceeds the Client Charters requirements but also satisfies our stakeholders and customers' needs and expectations. In the same time, having integrity helps foster an open and positive work environment and an ethical approach to decision-making.

Intended Result(s):

- ✓ **Have a strong work ethic and strive to produce high-quality service delivery consistently.**
- ✓ **Reducing costly errors, avoiding illegal activity, and keeping SCS 6 Core Values top of mind**

Candidate Measure (KPI):

- ✓ **IP3M1: Operation Efficiency Rating.**
- ✓ **IP3M2 : Percentage of Integrity Initiative Implemented.**

Candidate Initiative (Initiative):

- ✓ **Proper record and monitoring of service performance by audit exercises.**
- ✓ **Convene the meeting of Jawatankuasa Anti Rasuah (JAR) JHS.**
- ✓ **Integrity awareness programs.**

OC1: Enhance Training & Development

Description: To improve the competency of staff required for the job, improve soft skills for career development & attain the targeted hours of training per year.

Intended Result(s):

- ✓ **A more effective organization.**
- ✓ **More capable and competent staff.**
- ✓ **Programmes and activities entrusted to officers can be efficiently, effectively implemented as targeted.**

Candidate Measure (KPI):

- ✓ **OC1M1 : Percentage (%) of staff achieved targeted SCS Training Hours recorded in GEMS.**

Candidate Initiative (Initiative):

- ✓ **Appointment of Training Log Officer.**
- ✓ **Set up GEMS (Course) Counter during every courses organize by the Department.**
- ✓ **To conduct Training Log Hour Course Roadshow.**

OC2: Inculculate Shared Values

Description: The purpose is to inculcate shared value and to promote teamwork and team spirit.

Intended Result(s):

- ✓ **The targeted objectives are met.**
- ✓ **More conducive working environment.**
- ✓ **Better teamwork and networking.**

Candidate Measure (KPI):

- ✓ **OC2M1: Internal Cultural Rating.**

Candidate Initiative (Initiative):

- ✓ **Scheduled and conducted the programmes related to the SCS share value with the involvement from FDS Officers and Staffs.**
- ✓ **To inform the FDS staffs to fill in the survey form.**
- ✓ **Getting feedback from stakeholder.**
- ✓ **Formulate, update and improved FDS Client Charter.**

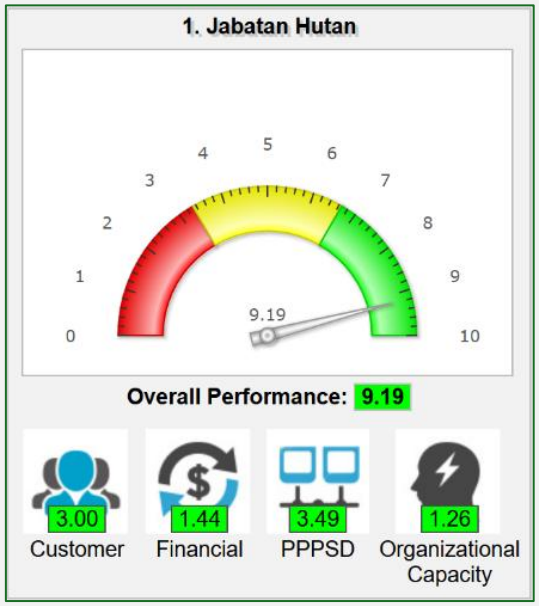
2025 PERFORMANCE RESULTS

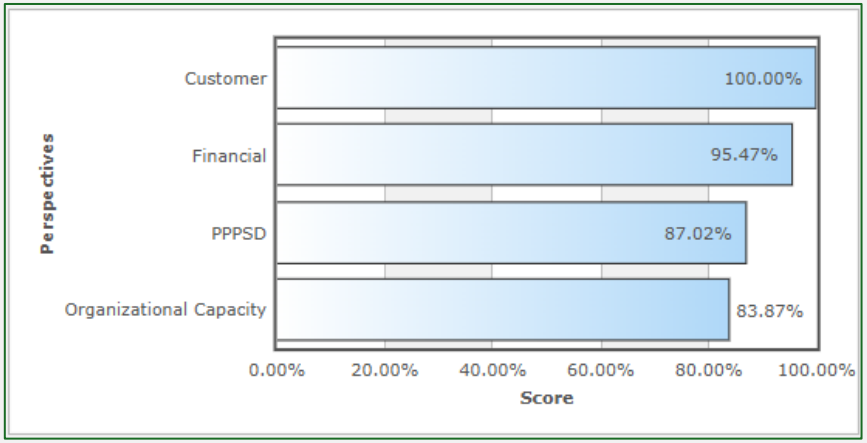
23 Indicators	21 Achieved	9.19 / 10 Overall Performance

CS1M1	90.98	IP1M7	100%
F1M1	98.64%	IP2M1	42,618 ha ⚠
F1M2	86.38%	IP2M2	8,193,659
F1M3	98.85%	IP2M3	1
F2M1	98.80%	IP2M4	60
F2M2	94.12%	IP2M5	190
IP1M1	37,491 ha ⚠	IP2M6	39
IP1M2	5	IP3M1	98.20%
IP1M3	55	IP3M2	94.02%%
IP1M4	24	OC1M1	95.16%
IP1M5	100%	OC2M1	87.26%
IP1M6	87.50%		

ACHIEVED ⚠ NOT ACHIEVED

2025 Dashboard





Forest Department Sarawak
Sarawak Civil Service Scorecard Report 2014 – 2025

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