







STRATEGIC PLAN

2026 - 2030

FOREST DEPARTMENT SARAWAK

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FOREST DEPARTMENT SARAWAK STRATEGIC PLAN 2026 – 2030

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STRATEGIC PLAN 2026 - 2030

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FOREWORD

Foremost, I wish to extend my highest appreciation to all parties who have contributed to the publication of the Forest Department Sarawak Strategic Plan 2026–2030 (FDS SP 2026–2030). This plan represents our continued commitment to lead Sarawak's forestry sector towards sustainability, innovation, and global recognition.

Building upon the achievements of the 2021–2025 plan, the Department continues to strengthen its governance and institutional capacity. We have enhanced forest policy and legislation, integrated advanced digital tools such as COMOS in enforcement and monitoring, and expanded forest management certification and STLVS to ensure credibility and transparency in our timber trade.

In alignment with Sarawak's Post-COVID-19 Development Strategy (PCDS) 2030, FDS embraces new and emerging opportunities including payment for ecosystem services, carbon initiatives, forest landscape restoration, industrial and community forestry, and ecotourism development. These initiatives support our shift towards a holistic Sustainable Forest Management (SFM) approach that balances ecological integrity, economic viability, and social inclusion.

FDS will also intensify collaboration with local communities, research institutions, and international partners to strengthen conservation, biodiversity protection, and sustainable livelihoods. Through responsible stewardship, we aim to maintain Sarawak's forest cover and enhance the value of our natural resources for future generations.

The FDS SP 2026–2030 provides a clear direction for transforming the Department into a world-class forestry institution driven by precision forestry, digital governance, and professional excellence. Let us work together with renewed determination to uphold Sarawak's reputation as a global leader in sustainable forest management.



DATU HAJI HAMDEN BIN HAJI MOHAMMAD
Director of Forests

"We manage forest resources with transparency, enforce laws with fairness and conserve nature with unwavering responsibility:

For the people, for the planet, for generations to come."

DATU HAJI HAMDEN BIN HAJI MOHAMMAD
Director of Forests



Executive Summary

Forest Department Sarawak (FDS) is entrusted with the responsibility of managing, protecting, and sustaining Sarawak's forest resources on behalf of the people of Sarawak. Forests play a critical role in supporting biodiversity conservation, environmental stability, and socio-economic development. As such, the department is committed to ensuring that forest resources are managed responsibly and sustainably for the benefit of present and future generations.

To guide its direction and priorities, FDS develops and implements a five-year strategic plan that outlines the department's key focus areas, goals, and initiatives.

The **Forest Department Sarawak Strategic Plan 2026–2030** provides a comprehensive framework that strengthens sustainable forest governance while responding to emerging environmental, economic, and global sustainability challenges.

This strategic plan focuses on strengthening sustainable forest management practices, enhancing conservation efforts, diversifying revenue opportunities from forest resources, and ensuring a sustainable supply of forest products from both natural and planted forests. It also emphasizes the importance of innovation, collaboration, and adherence to international best practices in forestry management.

Through the implementation of this strategic plan, FDS will continue to strengthen its role as a responsible steward of Sarawak's forests while supporting sustainable economic growth and environmental conservation. The department remains committed to achieving the goals and objectives outlined in this plan in accordance with its statutory authorities, policies, vision, and mission, while maintaining transparency and accountability to the people of Sarawak.

Forest Department Sarawak at a glance

Forest Department Sarawak is an agency with a vision to be globally recognized in SFM, managing its 4.1 million ha of permanent forest estates sustainably and continuing to generate revenue for State development.

Being established for more than a century since 1919, our roles are to manage and develop forest resources for socio-economic and environmental sustainability through the implementation of forest management certification.

At present, Sarawak has 62% of its landmass or approximately 7.7 million ha under forest cover. Out of that, 4.1 million ha are gazette as Permanent Forest Estates (PFEs). In addition, 2.1 million ha are gazettes as Totally Protected Areas (TPAs) whereby 1.2 million ha are water bodies. The history of forest management can be traced back as early as 1919 and during those days, the emphasis was more to non-timber forest products and over the years FDS had undergone tremendous changes ranging from manpower, technology, field of expertise and forest management system including implementation of forest certification.

MANAGEMENT TEAM



The management structure of the **Forest Department Sarawak** is led by the **Director of Forests, Datu Haji Hamden bin Haji Mohammad**, who provides overall strategic direction for forest governance in the state.

Supported by **Deputy Directors Haji Happysupina bin Sait**, overseeing Forest Conservation and Development Sector and **Semilan Anak Ripot**, responsible for Forest Management Sector.

Together with Division Heads, Unit Heads and Regional Forest Officers across Sarawak, this leadership team drives the Forest Department Sarawak's mission to ensure sustainable forest management, conservation, and responsible use of the state's forest resources.



VISION

To Be Globally Recognised in Sustainable Forest Management

MISSION

To Manage and Develop Forest Resources for Socio-economic and Environmental Sustainability

ROLE

We lead the sustainable management, conservation, and protection of Sarawak's forests to ensure environmental, social and economic benefits for all.



OUR COMMITMENT



Professional and Responsive Service



Continuous Improvement and Innovation



Transparent, Accountable Governance



Collaboration for a Greener Sarawak



Timely Processing of Applications and Inquiries



CORE FUNCTIONS

Forest Department Sarawak carries out a wide range of core functions to ensure the sustainable management, protection and development of the Sarawak's forests.

CORE FUNCTIONS

FOREST RESOURCE MANAGEMENT

Ensure sustainable and certified forest practices.

FOREST PROTECTION

Enforce laws against illegal logging and safeguard forest health.

FOREST RESOURCE DEVELOPMENT

Promote reforestation, restoration, forest plantations, and community forestry.

CLIMATE & ECOSYSTEM SERVICES

Support carbon initiatives and nature-based climate solutions.

CORE FUNCTIONS

CONSERVATION & BIODIVERSITY

Protect biodiversity and ecosystem and classify forest types and zones.

LICENSING & COMPLIANCE

Provide efficient, transparent approval and monitoring processes.

PUBLIC AWARENESS & CAPACITY BUILDING

Raise environmental consciousness, stakeholder engagement and provide training.

RESEARCH, TECHNOLOGY & INNOVATION

Undertake forest science and biodiversity research and adopt technological innovation for effective forest



SOAR ANALYSIS

The SOAR (Strengths, Opportunities, Aspirations, and Results) analysis supports the development of the Forest Department Sarawak Strategic Plan 2026–2030 by identifying key strengths and opportunities that align with the department's long-term aspirations and measurable outcomes.

By leveraging its institutional capabilities, technological adoption, and rich forest resources, the department aims to diversify the forest economy, enhance community benefits, and strengthen Sarawak's position in sustainable forest management while achieving tangible results in revenue growth, conservation, and compliance.

SOAR ANALYSIS

STRENGTHS

- Technological adoption
- Strong legal and policy framework
- Diverse and valuable forest resources
- Public-private and community partnerships
- Demonstrated environmental restoration capability

OPPORTUNITIES

- Digitalization of forest management
- Expansion of forest carbon initiatives
- Growth in high-value timber products
- Enhanced R&D and knowledge sharing
- Nature-based tourism and eco-tourism

SOAR ANALYSIS

ASPIRATIONS

- Diversify the forest economy into green industries
- Enhance socio-economic benefits for local communities
- Position Sarawak as a leader in sustainable forest management
- Contribute to Sarawak's broader economic and environmental goals

RESULTS

- Increased export earnings
- Diversified revenue streams
- Expanded conservation areas
- Community engagement metrics
- Enhanced compliance and enforcement



STRATEGIC PILLARS

Pillars identify the most important strategic priorities for Forest Department Sarawak to accomplish over the next five years.


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FOREST DEPARTMENT SARAWAK STRATEGIC PLAN 2026-2030

Forest Department Sarawak (FDS) is entrusted with the responsibility of sustaining the State's forests and their resources on behalf of the people of Sarawak. In ensuring transparency and accountability to the public, FDS develops, publishes, and implements a five-year strategic plan to guide its direction, priorities, and initiatives.

The Strategic Plan 2026–2030 outlines the department's commitment to sustainable forest management, conservation of biodiversity, diversification of revenue from forest resources, and the long-term sustainability of forest supply. Through the implementation of this plan, FDS aims to achieve its goals and objectives in accordance with its statutory authorities, policies, vision, and mission, while balancing environmental stewardship with the socio-economic development of Sarawak.

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PILLARS	STRATEGIES	PROGRAMMES



PILLAR 1

PILLAR 1

SUSTAINABLE FOREST RESOURCE MANAGEMENT AND CONSERVATION

Pillar 1 emphasizes the responsible stewardship of Sarawak's forest resources to ensure their long-term sustainability for present and future generations. It focuses on balancing economic development with environmental protection through sustainable forest management practices, conservation of biodiversity, and the protection of critical ecosystems. By strengthening policies, enhancing monitoring and enforcement, and promoting responsible use of forest resources, the Forest Department Sarawak aims to safeguard the Sarawak's natural heritage while supporting sustainable socio-economic growth.

8	35
STRATEGIES	PROGRAMMES

Strategy 1 - Strengthen policies and laws on forest resources.			
	Programme	Output (Target)	Outcome
1	Formulate, review and enhance policies and legislations.	Once a year through correspondence or town hall with stakeholders.	Strengthen position as sole policy maker system with stakeholders, first perception, enhance the credibility: 100%.
		2 SOPs / work manual	Compliance with SOPs/work's manual: >90% compliance Rate
2	Implementation of forest management activities in accordance with global certification standard	3 million hectares areas of natural forests and plantation forests maintained/certified.	Increase sustainably managed forest timber licence in Sarawak: 100%
		300,000 ha area designated for carbon projects established.	Increase area managed under climate-change initiatives: 100%

Strategy 2 - Enhance Effectiveness of Best Practices for Sustainable Forest Management.			
	Programme	**Output (Target)**	**Outcome**
1	Strengthened supports in the implementation of SFM including capacity buildings and engagements in certified areas.	At least six (6) trainings/engagements conducted annually.	Increase of sustainably managed forest area: 100% Better coordination in forest management amongst stakeholders: 100%
2	Strengthen activities to support certification. e.g., assessment/monitoring of forest structure/species composition in PFE.	30 research activities conducted in PFE areas	Effective implementation of sustainable forest management and certification standards in PFEs

3	Inspection on compliance of Forests (Trained Workmen) Rules, 2015	At least 30 compliance inspections annually	Improved field efficiency and safety: Keep forestry operators/licensees aligned with law and global best practices for sustainable forest management
4	Achieving 100% enforcement coverage in forested area through coordinated ground patrols, technology assisted surveillance and inter-agency collaborations.	Conducted 200 patrolling/operations annually	Maintaining existing forested area in Sarawak.

5	Strengthen the safeguarding of seized items.	5 Central Depot: Loba Kara Kuching Bintulu Limbang Sibu Miri	Improved traceability and accountability of all seized items
6	Monitoring adherence/ compliancy on FMP and existing rules and regulations relevant to FMC and RIL (for non-certified FTLs).	No less than eight (8) audit/monitoring conducted per year to encourage self-regulatory compliance towards best forest management practices.	Increase compliance on sustainable forest management in Sarawak
7	Improving livelihood of communities through social forestry (SF) approaches	At least 15 projects programmes implemented in 5 years	Increased of household income: At least 20% of community's income increased

8	Sustaining community infrastructure development	At least (one) 1 facility projects accomplished annually	Improved access to basic facilities & amenities: At least 80% of improved or newly constructed facility completed
9	Establishing community participatory governance through dialogue and surveillance	At least (four) 4 villages/settlement resides in PFE participate in CEPA activities annually	Increased of community participation in sustainable forest resources use: 80% of the targeted communities involved voluntarily
10	Implementing beneficiary satisfaction survey on previous SF initiatives	At least (two) 2 field surveys conducted	Community satisfaction level upon project completion: At least 80% of surveyed beneficiaries reported satisfaction (via post-completion survey)

Strategy 3 - Maintaining substantial proportion of land area under forest cover to support biodiversity, climate resilience and social economic sustainability.

	Programme	Output (Target)	Outcome
1	To gazette and re-gazette verified land areas within LPF, FMU, and PFE.	20 blocks (or distinct land areas) gazetted by 2030	Total area (hectares) of verified unencumbered land gazetted as permanent forests within LPF and FMU/FTL licences: 150,000 ha gazetted by 2030
		50,000 ha re-gazetted by 2030	Increase in total gazetted Permanent Forests area through reconstitution of undeveloped land: 50,000 ha added to PFE from re-gazettement by 2030.
		Bi-annual meeting of initial and final gazettement with related agencies	

2	To deliver accurate and timely land use change information	One annual land-use change report DOSM/NRES with monthly monitoring data.	Land Use changes is updated and published in EFIMS once a year Reporting to DOSM/NRES
3	To strengthen the planning and implementation of Enrichment Planting within Forest Timber Licence area, except for the area marked for land development	≥ 600,000 trees cumulatively by 2028	To maintain the tree stocking within licenced area through continuous planting

4	Identify and constitute forest areas as permanent forest.	50,000 ha of permanent forests area secured in 5 years 50,000 ha of area put up for initial gazettement in 5 years.	Increase area of PFE: 100%
5	PFE area excised for alienation or other development to be replaced with other Stateland with similar or bigger acreage.	100% replacement of all excised PFE areas by 2030	Total net area of gazetted PFE maintained or increased over time, despite excision: Total gazetted PFE area remains at or above current baseline (3.9 mil h.
6	Intensify maintenance of PFE boundaries.	150 kilometre per year.	PFE properly manage and maintained.

		A workshop on the Adoption of "degraded area" definition	Ensure a clear and consistent standardization adopted by the department
7	Degraded area standardization and assessment	1. Remote sensing analytics of degraded area - i. General classification (large area) of degraded areas within PFE -ii. Detail microsite survey of targeted restoration area 2. Forest degradation reporting -i. National reporting of forestry data -ii. Tactical restoration plan (species site matching and restoration approach)	Ensuring targeted and effective forest restoration

8	Expand involvement of stakeholders in forest management and restoration programmes in all restoration and conservation initiatives.	12 coordinated stakeholder engagement events conducted annually	Strengthened stakeholder collaboration, awareness and compliance towards sustainable forest management and forest legislation
		5 awareness sessions and continuous dissemination of the latest forest legislation to stakeholders annually.	Enhance knowledge and increase public awareness of forest legislation
		At least 24 publications and/or contents produced annually	Internal and external communications strengthened which improve internal culture rating, enhanced public relations and increase public awareness.

		Client's Charter reviewed and revised every two years	Improved customer satisfaction: 80% customer satisfaction through surveys conducted.
		20 programs or outreach events implemented annually	Increased and sustained stakeholder participation in forest management and restoration, leading to improved collaboration, shared responsibility, and support for conservation initiatives
9	Establish areas for carbon/biodiversity initiatives through carbon mapping activities.	At least 10 plots to be established and assessed	At least 1 report of tier 3 Aboveground carbon density with carbon mapping been produced for Sabal Forest

Strategy 4 - Leverage technology in forest management.			
	Programme	Output (Target)	Outcome
1	To assist monitoring of non-compliance activities within forested areas in Sarawak	Once a year, 50 points of aerial surveillance target.	Real-time monitoring system established and operational: Faster response and improved decision making in forest enforcement through timely and accurate data access.
		50 cases annually.	Aerial raiding team formed and deployed for surveillance and immediate action: Increased enforcement effectiveness and rapid intervention in illegal forest activities through aerial operations.
2	Empowering forest law enforcement with digital technology	Operationalization of Digital Timber Forensic Capabilities by 2029	Illegal timber trade is reduced through strengthened transparency and compliance, resulting in enhanced forest conservation, improved accuracy in timber species verification, and more efficient enforcement through immediate alert of falsifying species declarations.

3	To develop new integration platform (Integrated Forestry Systems Sarawak)	Completion within 5 years and kick-off online on end of 2030.	To establish a cohesive digital forestry ecosystem by integrating a centralized Single Sign-On (SSO) security framework. Leveraging Multi-Factor Authentication (MFA) with Sarawak Pass and SCS Mobile for synchronized access, this integration is designed to mitigate administrative friction, enforce data integrity across interdepartmental systems and optimize both statutory delivery and operational agility.

Strategy 5 - Enhance conservation within forest area.			
	Programme	Output (Target)	Outcome
1	Identify priority forest zones for HCV assessments using remote sensing and existing ecological, cultural, and social data to support classification and verification.	Conduct 10 HCV assessments in selected FMUs by 2030	Forest connectivity strengthened and prioritised conservation zones identified for long-term protection.
2	Survey of existing selected species.	Conduct ten (10) survey, monitoring and/or conservation of RTE species by 2030	Compliance with global trade and sustainability requirements, including CITES and EUDR, is strengthened and supported.
3	Promote biodiversity conservation and protection outside PFE.	Conduct at least five (5) awareness programmes on rare, threatened and endangered (RTE) species by 2030.	Sustainable forest management strengthened, particularly withing PFE and stateland.

Strategy 6 - Strengthen Human Capital, Governance and Financial Management.			
	Programme	Output (Target)	Outcome
1	Strengthening Internal Audit for Forest Management and Enforcement Operations Functions	Conducted at least four (4) internal audits annually, covering forest management systems, enforcement operations, related support function and projects in Forest Department Sarawak.	Enhance Governance and enforcement effectiveness, with all audited divisions demonstrating improved compliance and strengthened internal controls in subsequent audit cycles.
		80% of audit findings resolved within 90 days.	Enhance effectiveness of corrective actions, with at least 80% reduction in repeated audit findings by 2030.

2	Inculcate and strengthen integrity, good governance and shared values among workforce	25 activities/ programs to be implemented in 5 years.	Increase good perception and positive effect towards workforces of Forest Department of Sarawak (FDS): At least 80% of workforces of Forest Department of Sarawak (FDS) demonstrates understanding in regard to integrity, good governance and shared values.
		20 times monitoring in 5 years.	FDS maintain status rating as a low bribery risk agency: At least 80% of initiative under OACS will be achieved by 2030

3	Strengthen human capital	30 critical posts filled yearly	Rate of filling critical positions more efficient without disrupting departmental operations: At least 90% critical post filled.
		1 HR succession Plan & 5 numbers of candidates identify yearly	Readiness of candidate & smooth management transition: 100 % candidate identify.

		Minimum 90% of workforce achieved the required training hours.	Effectiveness of programs/activities: Post Program Effectiveness Feedback Minimum Score is 4 out of 5.
4	Enhance capacity building	Minimum 40 programmes conducted per year: RDD: Tree Species Identification Training (with the Herbarium's function for tree species identification)(1 per year) PED: Capacity building for enforcement/forest officer (200 pax/year). FTG: Minimum of five staff to be trained on DART-Mass Spectroscopy technology. FTG: Training: Training for each module (LPF, Carbon Registry, Tree tagging, E-pass) of REVLOG successfully conducted. IIA: At least 5 personnel trained annually in risk based audit/ assessment (RBA), using Audit tools and forensic auditing.	Training programmes that are tailored to departmental goals and objectives: 100%

5	Promoting employee wellbeing.	5 initiatives implemented annually.	Enhancement in organisational performance through holistic and optimal employee wellbeing.
		At least 80% average score annually.	
6	Compliance and efficiency in financial administration and management	4 audits of internal audits conducted annually	Percentage of compliance findings resolved within 30 days: ≥ 95%.
		100% of financial report reviewed and updated by Q4 annually	Number of non-compliance cases reported by regulators: 0 cases/year.
		2 sessions of regulatory compliance trainings conducted annually	Reduction in number of regulatory non-compliance incidents reported: ≥ 90% compliance rate or 0 major non-compliance cases annually,

Strategy 7 - Optimise the allocation and management of state and federal development funds to support strategic growth initiatives in sustainable forest resource management and conservation

	Programme	Output (Target)	Outcome
1	Monitoring and Optimisation of Development Fund Utilisation for all Projects Related to Sustainable Forest Resources Management and Conservation	In the Malaysia five-year plan, each projects: - i) Monitoring will be carried out - At least 12 monthly, 6 bi-monthly, and 4 quarterly meetings per year;	i) Improved utilisation rate of state and federal development funds;
		ii)Reporting will be done- 12 monthly reports, 4 quarterly reports, 1 annual report per year;	ii) Improved timeliness in fund disbursement and reporting;

iii) Monitor and analyse 100% of funded projects quarterly for fund utilisation; and	iii) Accountability and transparency in development project implementation strengthened; and
iv) Resolve or mitigate 100% of project-related issues within 3 months of identification.	iv) Project implementation delays due to financial issues reduced:- a) At least 90% utilisation of total allocated budget achieved per year; b) 100% compliance with scheduled reporting and disbursement timelines achieved; c) 100% of projects with complete audit trail and documentation; and d) Project delays due to funding reduced by at least 50% in the next financial year.

Strategy 8 - Strengthen procurement governance and institutional capacity to ensure transparent, efficient, and sustainable management of forest resources			
	Programme	**Output (Target)**	**Outcome**
1	Strengthening Procurement Governance and Capacity Enhancement Program	i) Conduct at least one (1) session annually on updated procurement procedures; ii) Conduct or facilitate at least three (3) procurements related trainings or courses annually; and iii) Prepare and submit at least one (1) annual procurement performance report	i) Level of satisfaction from stakeholders on updated procedures to enhanced procurement policies and procedures through inclusive and informed engagement ii) Increased percentage of trained staff demonstrating improved competency in procurement knowledge and skills; and iii) Timeliness and quality of procurement performance monitoring strengthened for continuous improvement with:- a) at least 80% stakeholder satisfaction score; b) at least 80% of trained staff showing measurable improvement; and c) 100% report completion before first quarter of following year.



PILLAR 2

PILLAR 2
DIVERSIFICATION OF STATE REVENUE FROM FOREST RESOURCES

Pillar 2 focuses on expanding and strengthening the economic potential of forest resources beyond traditional timber production. It emphasizes the development of diverse and sustainable revenue streams such as non-timber forest products, forest-based industries, carbon initiatives, and other innovative forest-related opportunities. Through strategic partnerships, value-added activities, and responsible resource utilization, the Forest Department Sarawak aims to enhance the state's revenue while ensuring that forest resources continue to be managed sustainably.

4 **STRATEGIES**

4 **PROGRAMMES**

Strategy 1 - Explore new revenue stream from forest resources			
	Programme	**Target**	**Outcome**
1	Diversification and innovation in revenue sources to strengthen and sustain forest revenue collection.	At least RM100,000 annually	Consistent revenue performance: 100%
		Review new rate for PES within PFE area to MMKN based on user pay principle	Consistent revenue performance that ensures continuity in operations and supports strategic growth initiatives: 100%
		Sabal Forest Reserve as a carbon pilot project.	Increase of high-quality carbon stock in area issued with Carbon Licence: 100%
		One framework proposes to Inter Agency Committee (IAC) by 2027 consist of five (5) SOPs: FTG- 2 SOPs PMD- 1 SOPs RDMD- 2 SOPs	Strengthened royalty governance ensuring accurate assessment and minimized revenue leakage.

Strategy 2 - Implement Forest Compliance Revenue Rating for Regional Forest Offices

	Programme	Target	Outcome
1	Increase the number of Regional Forest Offices (RFOs) attaining a five-star Forest Compliance Revenue Rating from three (3) to eight (8).	Eight (8) RFOs to achieve 5 Star rating by the end of 2030	To achieve 100% performance by fostering a results-oriented culture in Regional Forest Offices (RFOs), ensuring sustainable timber revenue collection and promoting good governance practices.

Strategy 3 - Review the current fees for development of land.

	Programme	Target	Outcome
1	Established institutional (L&S/FDS) framework on valuation “Pampasan of tree” in the alienated land by landowner.	One (1) institutional framework on valuation “Pampasan of tree” in the alienated land by landowner developed and endorsed.	Efficiency gains in handling and finalizing on valuation “Pampasan of tree” in the alienated land by landowner: 100%.

Strategy 4 - To centralize and digitalize data for the forest sector.

	Programme	Target	Outcome
1	Enhancing Traceability and legality system for Industrial Forest Plantation	More than 90% of supply chain actors (LPF Licensee, transporters, millers) using digital audit pathway within 5 years	Increasing transparency and auditability of the timber supply chain via Block Chain enabled digital audit.



PILLAR 3

PILLAR 3

WORLD RECOGNITION IN SUSTAINABLE RESOURCE MANAGEMENT AND CONSERVATION.

Pillar 3 aims to position Sarawak as a global leader in sustainable forest resource management and conservation. It focuses on strengthening international recognition through the adoption of best practices, compliance with global standards, and active participation in international initiatives related to forestry and environmental sustainability. By enhancing research, collaboration, and knowledge sharing, the Forest Department Sarawak seeks to showcase Sarawak's commitment to responsible forest stewardship and elevate its reputation on the world stage.

4	8
STRATEGIES	PROGRAMMES

Strategy 1 - Strengthening International Collaboration Related to natural resources Management.			
	Programme	**Target**	**Outcome**
1	Facilitate the negotiation and signing of MoUs with agencies, organizations, and stakeholders (CO&M)	At least two (2) joint collaborative activities.	Enhanced strategic partnerships that result in strengthened inter-agency cooperation and improved programme delivery effectiveness and Expanded network of strategic partners contributing to sustainable programme outcomes.
2	Facilitate and monitor existing international project (HoB/ITTO/SMPEM)	International forestry collaboration projects are effectively implemented, and reporting systems are strengthened to ensure timely submission of national and global forestry reports and responses to emerging international forestry issues.	Level of compliance with MEA reporting and implementation requirements: By 2030, achieve full implementation and timely reporting of all international forestry collaboration projects, with at least five active engagements annually on key international forestry issues and MEA-related platforms.

Strategy 2 - Achieve world class recognition for biodiversity conservation & protected areas management.

	Programme	Target	Outcome
1	Development of Gunung Pueh as Biosphere Reserve	1. Management plan completed by 2027 and implemented from 2027 onwards. 2. Dossier prepared and submitted by 2027. 3. Recognised as a Biosphere Reserve by 2027.	Recognised Gunung Pueh as Biosphere Reserve by 2030
2	Development of proposed Ramsar site in Kuala Rajang.	1. MMKN submitted by 2026. 2. Feasibility study completed by 2027. 3. Management plan completed by 2027. 4. Ramsar nomination form submitted by 2027.	Recognised as Kuala Rajang as Ramsar site by 2030
3	Develop technical guidelines/ booklet and tools for Chain of Custody verification aligned with international standards (STLVS)	One (1) time	World Recognition requirements fulfilled: 100%

Strategy 3 - Enhance the branding and promotion Sarawak Delta Geopark.			
	Programme	Target	Outcome
1	Revalidation of Sarawak Delta Geopark	One (1) periodic UGGp summary report submitted to UNESCO every four (4) years.	Status of UNESCO Global Geopark recognition maintained. Revalidated during the revalidation cycle: 1 every 4 years
		Completion of Revalidation Mission by UNESCO Global Geopark committee resulting in Green Card status by 2030.	Status of UNESCO Global Geopark recognition maintained. Revalidated during the revalidation cycle: 1 every 4 years
		At least two (2) Geopark programs or activities completed and documented annually.	At least 2 new community-led initiatives or geoproducts developed and implemented annually to increase in community-led geopark initiatives or tourism products: 2 per year
		Four (4) engagement sessions with communities, agencies, and NGOs successfully conducted and documented annually.	A formal partnership is established to enhance the bottom-up approach of the geopark: 2 meetings per year

Strategy 3 - Enhance the branding and promotion Sarawak Delta Geopark.			
	Programme	**Target**	**Outcome**
1	Enhance collaboration and partnership.	At least two (2) papers presented at national or international conferences annually on geopark development.	Enhanced collaboration and networking: 2 MOUs
		Two (2) international conferences or seminars successfully organised within five (5) years.	Partnership with UNESCO Global Geoparks (UGGps) initiated: 3 UGGps

Strategy 4 - Collaboration with other agencies			
	Programme	**Target**	**Outcome**
1	Foster the collaboration in enforcement with other agencies	3 collaborations annually	Strong cooperation and networking between agencies.


PILLAR 4

PILLAR 4

SUSTAINABLE SUPPLY OF NATURAL AND PLANTED FOREST RESOURCES.

Pillar 4 focuses on ensuring a reliable and sustainable supply of forest resources from both natural forests and planted forests to support long-term economic and environmental needs. It emphasizes responsible harvesting, forest regeneration, and the expansion of forest plantations to complement natural forest resources. Through effective planning, sustainable management practices, and continuous monitoring, the Forest Department Sarawak aims to maintain a balanced supply of forest resources while preserving the health and productivity of forest ecosystems for future generations.

3	4
STRATEGIES	PROGRAMMES

Strategy 1 - Implementation of Forest Landscape Restoration throughout Sarawak.			
	Programme	Output (Target)	Outcome
1	Tree planting throughout Sarawak	100,000 hectares of degraded area restored by 2030	Maintain At Least 56% of Sarawak Land Mass Forest Cover: 100%
2	Initiative to improve the efficiency, scalability and monitoring of afforestation and ecological restoration in Sarawak using innovative restoration technologies	Mechanised Tree Planting & Monitoring System established and operational in pilot districts by the first half of 2029.	Sarawak as a regional leader in tech-enabled forest landscape restoration, strengthening carbon sequestration and forest protection
		At least two (2) automated reports generated per year.	Compliance database (planting area, number of planted seedlings, species, date, location) integrated with EFIMS & REVLOG for better transparency and traceability

Strategy 2 - Adhere to Annual Allowable Cut for sustainable production.			
	Programme	**Output (Target)**	**Outcome**
1	Natural timber harvested annually	Not more than 100,000 ha area harvested annually	Ensure sustainable yield of timber ensured in accordance with Forest Management Plans

Strategy 3 - Increase yield productivity of planted forest.			
	Programme	**Output (Target)**	**Outcome**
1	Enhance R&D to produce high quality planting material.	At least 10 plots established for each selected species. At least 10 plus trees identified for each selected species and one (1) optimized propagation method developed.	Availability of reliable data on species performance to support evidence-based silviculture. Increased availability and accessibility of quality seeds and planting materials for forest plantation use.

At least 3 first generation progeny trials established for each selected species	Production of high-quality planting materials to increase yield and volume production for Industrial Tree Plantation (ITP) for economic prosperity
At least one (1) effective operational biological control guideline developed	Increased resilience of industrial forest plantations and strengthened insect pest management capacity.
At least one (2) optimized silviculture regime for at least one (1) selected planted species	Increased productivity

At least 50 candidates plus tree identified, and one (1) transitional CSO established	Reduced mortality caused by Ceratocystis wilt, resulting in higher survival rates, improved stand uniformity, increased standing volume per hectare, and stronger resilience of Industrial Tree Plantations (ITP).
At least 30 candidates plus trees identified and at least 1 SSO established for *Falcataria moluccana*	Increased availability and accessibility of high-quality seeds for forest plantations, resulting in increased yield and volume productivity in Industrial Tree Plantations (ITP) and contributing to sustained economic prosperity

ABBREVIATIONS

- **AI:** Artificial Intelligence
- **APFNet:** Asia Pacific Network for Sustainable Forest Management and Rehabilitation
- **BPI:** Business Process Improvement
- **BSC:** Balanced Scorecard
- **CCD:** Conservation & Constitution Division
- **CERC:** China Eucalyptus Research Centre
- **CMD:** Chief Minister's Department
- **CMU:** Corporate & Media Unit
- **CoC:** Chain of Custody
- **COE:** Centre of Excellence
- **COMOS:** Continuous Monitoring and Surveillance
- **CRC:** Community Representatives Committee
- **DF:** Director of Forests
- **DNA:** Deoxyribonucleic acid
- **eCSA:** Electronic Compliance Self-Assessment
- **EFIMS:** Enterprise Forest Information Management System
- **EKSA:** Ekosistem Kondusif Sektor Awam
- **ERT:** Endangered, Rare & Threatened
- **FDS:** Forest Department Sarawak
- **FET:** Forest Education Toolkit
- **FLR:** Forest Landscape Restoration
- **FMC:** Forest Management Certification
- **FMCLC:** Forest Management Certification Liaison Committee
- **FMP:** Forest Management Plan
- **FMU:** Forest Management Unit
- **FPMU:** Forest Plantation Management Unit

ABBREVIATIONS

- **FR:** Forest Reserve
- **FTG:** Forest Technology & Geospatial
- **FTL:** Forest Timber License
- **Ha:** Hectare
- **HCV:** High Conservation Value
- **HEP:** Hydro Electric Project
- **HoA:** Head of Agreement
- **HPT:** High Performance Team
- **HQ:** Headquarters
- **HR:** Human Resource
- **IAD:** International Affairs Division
- **ICT:** Information and Communication Technology
- **IDF:** International Day of Forests
- **IIA:** Integrity & Internal Audit
- **IO:** Investigating Officer
- **IP1:** Investigation Paper
- **IP2:** Intellectual Property
- **IP/LC:** Indigenous People/Local Community
- **IPTS:** Investigation Paper Tracking System
- **IQA:** Internal Quality Audit
- **IRDMS:** Integrated Research Digital Management System
- **ITP:** Industrial Tree Plantation
- **JPA:** Jabatan Perkhidmatan Awam
- **LID:** Licensing Division
- **LNPT:** Laporan Nilaian Prestasi Tahunan
- **LPF:** Licensed Planted Forest

ABBREVIATIONS

- **MoA:** Memorandum of Agreement
- **MoU:** Memorandum of Understanding
- **MRM:** Management Review Meeting
- **MSD:** Management Services Division
- **NCL:** Native Customary Land
- **NGO:** Non-Governmental Organisation
- **NTC:** Notice To Claim
- **NTFP:** Non-Timber Forest Products
- **ODPD:** Organisational Development & Project Development Division
- **OPEX:** Operating Expenditure
- **PED:** Preventive & Enforcement Division
- **PEC:** Permit to Enter Coupe
- **PL:** Provisional Lease
- **PFE:** Permanent Forest Estate
- **PMD:** Planning & Management Division
- **QMS:** Quality Management System
- **REVLOG:** Sarawak Log Tracking and Forest Revenue System
- **R&D:** Research & Development
- **R&DO:** Resident & District Offices
- **PSP:** Permanent Sample Plot
- **RDID:** Research, Development & Innovation Division
- **RDMD:** Revenue & Data Management Division
- **RECOFTC:** The Center for People and Forests
- **RFO:** Regional Forest Office
- **RIFD:** Restoration & Industrial Forest Division
- **RIL:** Reduced Impact Logging

ABBREVIATIONS

- **SCS:** Sarawak Civil Service
- **SDGs:** Sustainable Development Goals
- **SEAC:** Sarawak Economic Action Council
- **SFD:** Social Forestry Division
- **SFM:** Sustainable Forest Management
- **SFSO:** State Financial Secretary's Office
- **SI:** Satellite Imagery
- **SOP:** Standard Operating Procedure
- **SPA:** Seed Production Area
- **SSO:** Seedling Seed Orchard
- **STIC:** Sarawak Tree Improvement Centre
- **TEAMS:** Timber Enforcement Administration and Management System
- **ToT:** Train of Trainers
- **UAV:** Unmanned Aerial Vehicle

"The great Dipterocarps of Borneo reach for the heavens, but they only stand secure because their roots are intertwined below the earth. In the open, they would fall; together, they weather the fiercest storm."

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