

FOREST DEPARTMENT SARAWAK
STRATEGIC PLAN
2021-2025
(FDS SP 2021 - 2025)



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PREFACE

DIRECTOR OF FORESTS, FOREST DEPARTMENT SARAWAK



Foremost, I would like to take this opportunity to express my highest gratitude and endless appreciation to all those who have contributed to the publication of Forest Department Sarawak Strategic Plan 2021-2025 (FDS SP 2021-2025).

To execute the transformation towards new FDS, we have revised and amended forest policy and laws; leverage on technology such as COMOS in preventive and enforcement activities; enhance sustainable forest management through the implementation of forest management

certification; promote third party auditing on timber legality and movement along the chain of custody and to further enhance the confidence of the importers on our timber through STLVS. In addition, FDS also promotes stakeholders' participation and transparency in forest management in Sarawak through signing of MoU and MoA with local and international collaborators.

In addition, we will focus on payment for ecosystem services, streamline industrial forest, social forestry, forest landscape restoration, conservation and ecotourism as well as research, innovation and development. All these core activities and functions will be supported by the utilisation of digital forest technology to ensure the best service delivery to stakeholders and the *rakyat*.

With the current development in forestry sectors, FDS are looking into new approach from the sustained yield of our timber production to a Sustainable Forest Management (SFM) which is more holistic in nature embracing the principle of "Economically Viable, Environmentally Sound and Socially Acceptable". Through our SFM sound practices, we are able to maintain 7.72 million ha or 63% of Sarawak land mass under forest cover.

All these activities are to be guided by FDS SP 2021-2025 in line with our vision and mission to achieve world recognition in sustainable forest management, precision forestry and support the sustainable development.

Let us step out of our comfort zone together; be a player and play our role in this transformation towards a World Class FDS.

DATU HAMDEN BIN HAJI MOHAMMAD

Director of Forests



EXECUTIVE SUMMARY

The Forest Department Sarawak Strategic Plan 2021-2025 (FDS SP 2021-2025) is established based on the strategic framework which consider and integrate policies and planning at the State and National levels as well as global trends. The current performance of FDS is captured through the 2019 Sarawak Civil Service (SCS) Scorecard performance report. The department's performance is further examined with the SWOT analysis through a series of Strategic Planning Workshops attended by top management and officers. Besides that, the culmination of ideas also emerged with the feedback from stakeholders and this formed the basis of the Forest Department strategic framework.

This strategic direction of FDS is also aligned with policies and planning in supporting department's transformation. Meanwhile, the latest State Forest Policy, namely the Sarawak Forest Policy 2019 is used as guiding principles to ensure that this strategic direction is in line with the national and international agenda.

FDS SP 2021-2025 also emphasises on the department's initiatives which contributes towards the achievement of Sustainable Development Goals (SDGs) promoted by the United Nations. This effort is further enhanced by monitoring, evaluating and communicating the initiatives in national and global platforms.

BACKGROUND OF FOREST DEPARTMENT SARAWAK

FDS is an agency with a vision to be globally recognised in SFM managing its 3.9 million ha of permanent forest estates sustainably and continue 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 63% of its landmass or approximately 7.8 million ha under forest cover. Out of that, 3.9 million ha are gazetted as Permanent Forest Estates (PFEs). In addition, 2.06 million ha are gazetted 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.



VISION

To Be Globally Recognised in
Sustainable Forest Management

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

MISSION



FUNCTIONS

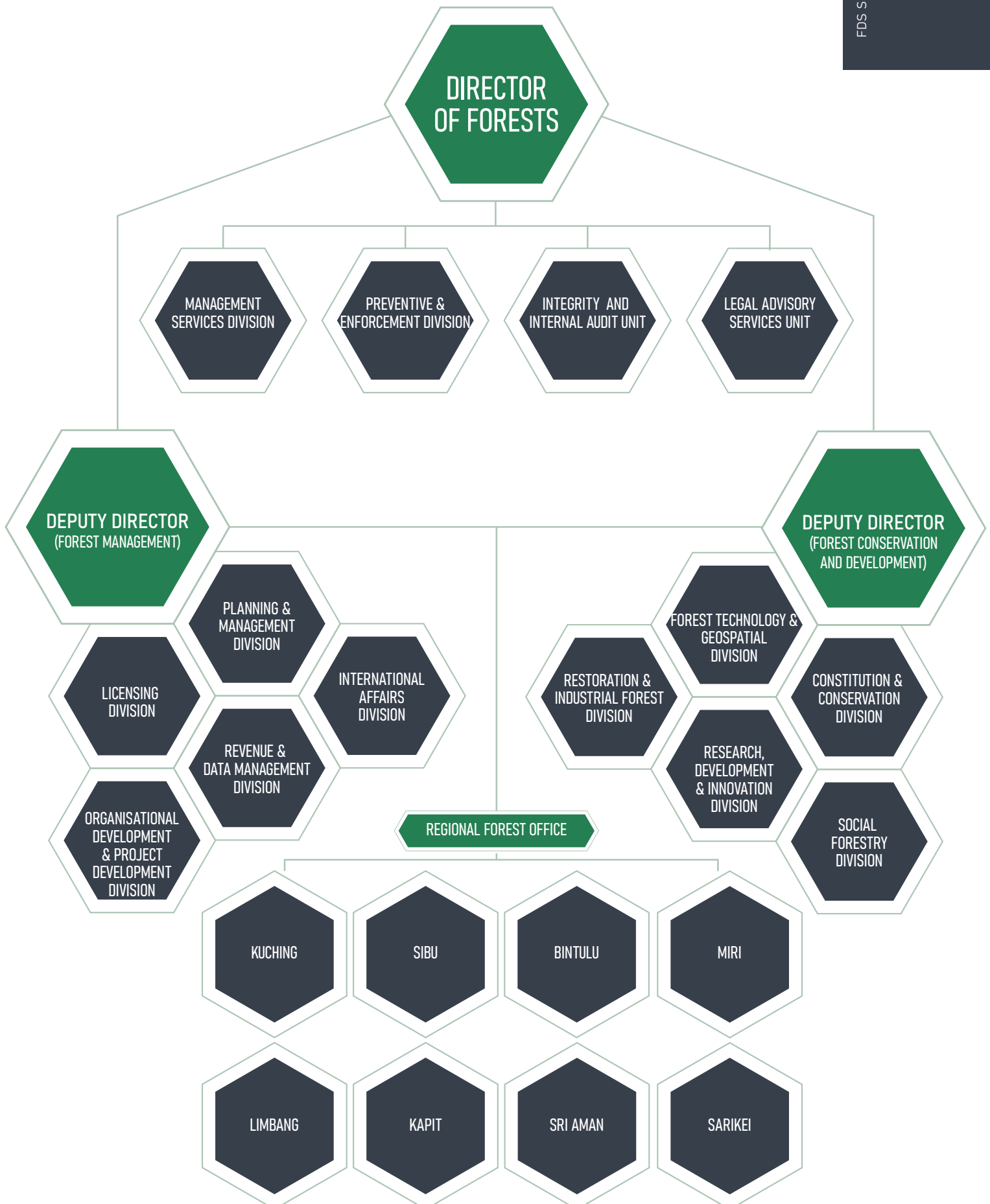
- To enforce the provisions under The Forests Ordinance, 2015 including implementing the state forest policy and other related policies;
- To carry out effective mechanism for prevention of illegal forestry related activities;
- To constitute and manage areas of forest as forest reserves, protected forests and communal forests;
- To regulate issuance of timber licenses and permits under the Forests Ordinance, 2015;
- To impose, regulate and monitor the collection of royalties, premiums, fees and other payments due to the government;
- To optimize forest revenue collection and to seek new sources of revenues;
- To conduct forest research, inventories, documentation and conservation of forest biological resources in planning and for decision making;
- To conduct and implement social forestry and conservation programme in the State;
- Responsible in addressing forestry issues as well as promoting close cooperation and cordial relationship at regional and international levels to safeguard the state interest and image;
- To plan, manage and monitor development projects related to forestry under state and federal fund;
- To regulate and monitor the production and export of logs from Sarawak;
- To regulate and monitor Licence for Planted Forest;
- To rehabilitate and restore degraded area.



FOREST DEPARTMENT SARAWAK

ORGANISATION CHART

FDS SP 2021-2025



SARAWAK FOREST POLICY STATEMENT

The Sarawak Forest Policy 2019 is an official statement of the State Government on forestry and related issues for the needs of managing forest and marine in Sarawak, which consists of:

1. Provision of sufficient forest area and marine ecosystems for the benefit of the present and future generations of Sarawak to:

- i. Ensure sound environment and climate of the State; safeguarding of soil fertility, and continuous supplies of water for domestic and industrial use, irrigation and general agricultural purposes; and prevention of damage by flooding and erosion to rivers and to agricultural land;
- ii. Supply in perpetuity all forest resources for the benefit of economy, agriculture, inland fisheries, domestic and other industries; and
- iii. Maintain and preserve the marine ecosystem for the benefit of economy, fisheries, domestic and industries related to forestry.

2. Management of Permanent Forest Estate (PFE) for the benefit of economy, social and environment in accordance with the principles of Sustainable Forest Management (SFM).

3. Emphasis on good management of forest areas within the state land and alienated land.

4. Sustainable production of forest resources for the needs of domestic and export markets.

SARAWAK FOREST POLICY OBJECTIVES

The objectives of
this State Forestry
Policy are:

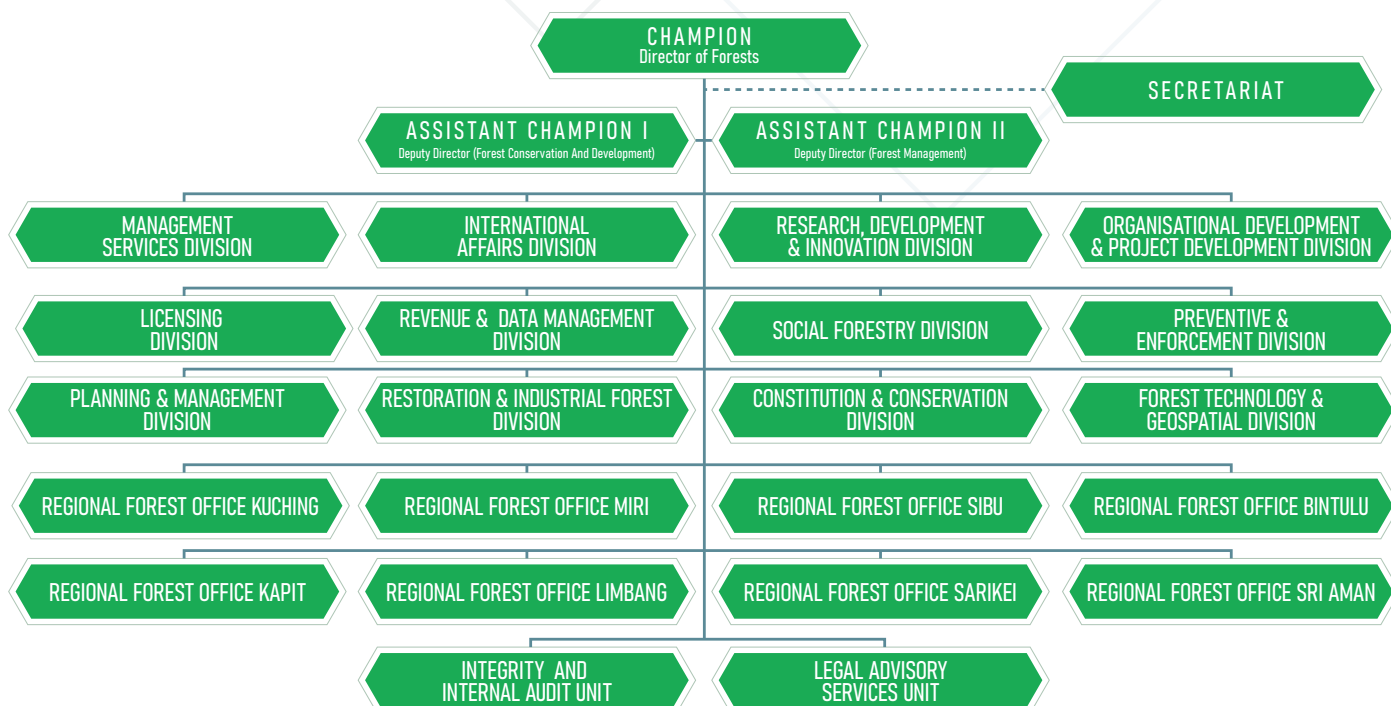
1. To maintain the existing permanent forest estates, totally protected areas and forest cover through better and more efficient governance and planning;
2. To increase the area of permanent forest estates and totally protected areas in the State;
3. To preserve and manage permanent forest reserves in accordance with the principles of sustainable forest management whilst optimising its contribution to socio-economic developments of the State;
4. To strengthen forest legislation and enforcement for the sustainability and conservation of forest resources;
5. To preserve and conserve biological diversity to prevent extinction and deterioration of species, loss of ecosystems and genetic resources;
6. To enhance the management of forest resources through research and development;
7. To foster community and urban forestry programme for community well-being through eco-tourism, education and training;
8. To restore degraded forest areas through reforestation and rehabilitation programme in order to increase the area of forest cover and trees;
9. To rationalise and strengthen the development of wood-based industries;
10. To optimise on updated technology applications for improving the effectiveness of forest management;
11. To strive to fulfil obligations under international treaties and conventions;
12. To strengthen national and international collaborations on knowledge and technology transfer in forestry; and
13. To develop and enhance human and financial resources in sustainable forest management.

SCS SCORECARD

Balanced Scorecard (BSC) was introduced in the Civil Service as a strategic initiative to support the execution of SCS 10-20 Action Plan. The state BSC is now officially known as SCS Scorecard. SCS Scorecard is essentially a strategy implementation methodology using Key Performance Indicators (KPIs) to measure an organisation's performance.

In the Sarawak Civil Service (SCS), SCS Scorecard methodology implementation covers all Sarawak State Ministries, all Resident and District Offices (R&DO), all Units in the Chief Minister's Department (CMD), Sarawak State Financial Secretary's Office (SFSO) and five Technical Departments (Public Works Department, Department of Irrigation and Drainage, **Forest Department Sarawak**, Department of Agriculture Sarawak and Land and Survey Department).

FDS SCS SCORECARD STEERING COMMITTEE



THE STRATEGY MAP STEP PROCESS

A Strategy Map is a visual representation of how value is created for customers, owners and other stakeholders. It's formed by linking objectives in cause-effect relationship to show how strategic results are achieved. Figure below illustrates the basic design logic used to construct all strategy maps.



SHARED VALUES

The Forest Department Strategic Plan for fiscal years 2021-2025 identifies the Department's shared values. As part of Sarawak Civil Service (SCS), FDS embraces the same values, thereby contributing to the success of the Department as a whole.

The success of SCS depends on:

1. **INTEGRITY** is the backbone to all the values. In the context of the SCS, integrity means honesty, trust and accountability demonstrated through transparency, justice and fairness in actions.
2. **KIND AND CARING** is about that aspect of empathy and care in performing our daily tasks whether it is to the *rakyat* or fellow colleagues. The value of kind and caring will create harmony and goodwill based on a sense of sincerity and friendship.
3. **PROFESSIONALISM** refers to the ability of civil servants to be impartial, transparent and compliant to the rules and regulations regardless of status, ethnicity, faith or kinship. Any decision made is in the interest of the organisation and not for the interest of any individual or person.
4. **SENSE OF URGENCY AND OWNERSHIP** requires the civil service to be efficient, punctual and fully accountable in carrying out its responsibility of delivering services that are timely, each time and every time, thus putting a stop to paper pushing and pen-pushing.
5. **TEAM SPIRIT** is a strong desire to establish a relationship between individuals in executing a task to achieve a common goal. This spirit is practiced through cooperation, commitment and interaction through the exchange of ideas and experiences on an ongoing basis.
6. **RESULT-ORIENTED** refers to the mindset and actions that are focused on processes and results. Important elements in achieving results-oriented approach are Specific, Measureable, Achievable, Realistic and Timeline (SMART). This means that the civil service must ensure that any action taken should be carefully planned and not to act recklessly, taking into account all the elements mentioned.

SWOT ANALYSIS

- ◆ Commitment to public responsibility (certification and Civil Services plan, Annual Plans and Actions);

- ◆ Strong public support for Sarawak civil services;

- ◆ Active partnerships between different stakeholders;

- ◆ Delivery on social objectives especially social forestry in rural areas;

- ◆ Continuous support from federal, state and international fund; and

- ◆ Good resource information – Integrated Geospatial mapping of data and forest resource data.

STRENGTHS

- ◆ Some of the rules and regulations are outdated;
- ◆ Insufficient of strategic communication in dissemination of information;
- ◆ Less effectiveness of public participation and involvement in forest management;
- ◆ Inadequate research facilities; and
- ◆ Lacking of expertise in forensic forestry and artificial intelligent technology.

WEAKNESSES

SWOT ANALYSIS

- ◆ Enhance and review new Forest Policy, Forests Ordinance, Forest Rules and License conditions;
- ◆ Implementation of Forest Landscape Restoration initiative;
- ◆ Inter-agency & international collaborations;
- ◆ Forest Reserve and Communal Forest areas with ecotourism potential; and
- ◆ Development and promotion of Non-Timber Forest Products (NTFP) near forest/ rural area.

OPPORTUNITIES

- ◆ Conflicts of land use;
- ◆ Depletion of natural resources;
- ◆ International demands for 50% of biodiverse green areas;
- ◆ Loss of habitat and biodiversity; and
- ◆ Non-compliance to laws and regulations.

THREATS

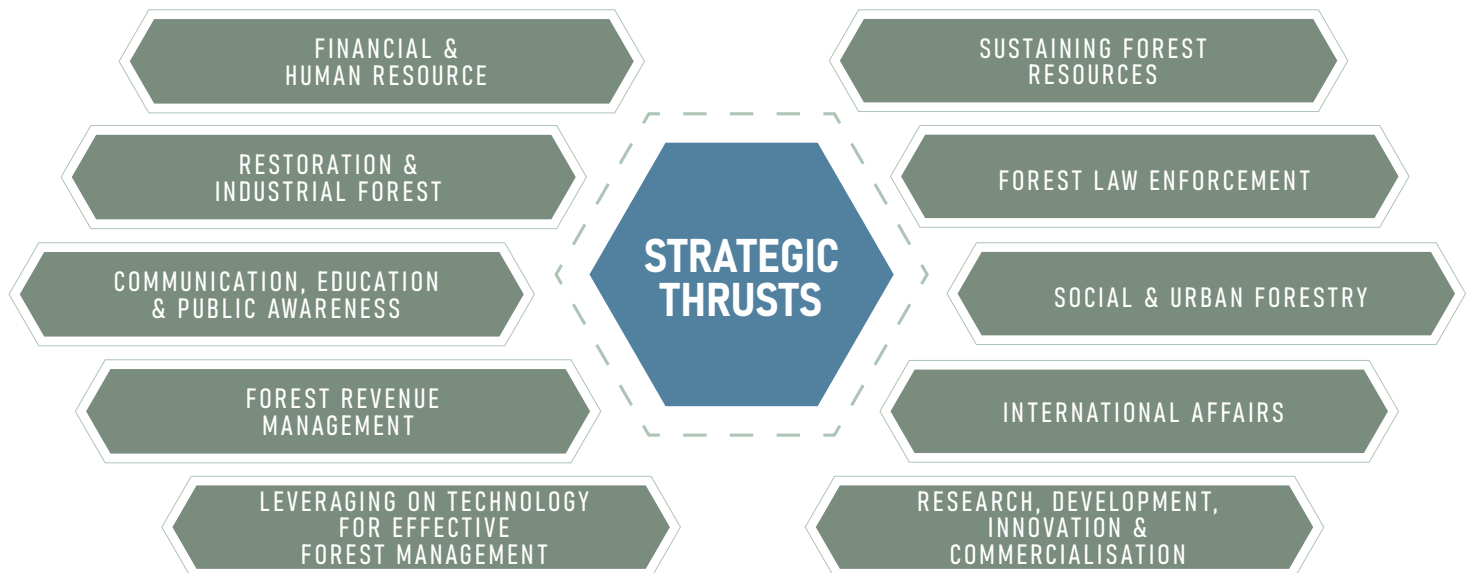


FOREST DEPARTMENT STRATEGIC PLAN 2021-2025

FDS is accountable for sustaining the State's forest and its resources on behalf of the people of Sarawak. To make our efforts transparent to the people we serve, FDS regularly develop, publish, and implement a 5-year strategic plan designed to guide our efforts. We are accountable for making progress on our goals and objectives set forth in this plan, in accordance with our statutory authorities, regulations, policy, vision and mission.

A continuation of previous strategic plans developed every five years, following the Sarawak Civil Service 2010-2020 (SCS 10-20), 11th Malaysian Plan (11MP), 12th Malaysian Plan (12MP) and its global cooperation commitments, FDS is committed to retaining forests for present and future generations.

FOREST DEPARTMENT STRATEGIC THRUSTS



In achieving its vision to be globally recognised in SFM, and its mission to manage and develop forest resources for socio-economic and environmental sustainability, FDS will rely on the strategic thrusts encompassing the crucial period from the year 2021-2025. This 5-year time frame will be a period for the FDS to intensify its efforts towards achieving the mission and vision that has been set.

THRUST 1

SUSTAINING FOREST RESOURCES

Forestry is vital for ecosystem stability, socio-economic development and well-being of the citizens. Sustainable management of forest resources for timber and non-timber products, ensuring climatic stability and ecological balance, safeguarding of water supply and environmental quality, and the conservation of biological diversity, ensuring continuous benefits for present and future generations.

Permanent Forest Estate (PFE) areas are for production forests, conservation of sensitive habitats and water catchment, and environmental wellness. Therefore, FDS is targeting 600,000 hectares of State land as a permanent forest estate.

PFEs and forest areas in the State land shall be managed systematically through good governance initiatives such as demarcation of PFE boundaries, implementation of RIL, forest resource inventory, enhance understanding on Sustainable Forest Management (SFM) & Forest Management Certification (FMC) among stakeholders and enhance knowledge on SFM best practices to ensure optimal contribution to social economic and environmental wellness.

In order to ensure sustainable management of our forest resources and achieve the target of FMC for all long-term FTL by 2022 as set by the Sarawak Government, FDS emphasises on achieving the mandatory requirements on FMC. The main outcome of these objectives is to gain international recognition in best practices for forest management.

SUSTAINING FOREST RESOURCES

ESTABLISHMENT, MAINTENANCE AND
PROTECTION OF PERMANENT FORESTS AREAS

STRATEGIC OBJECTIVE 1

OUTCOMES

ACTIVITIES

PROJECT OWNER

INDICATORS

ACTION PLAN 1a

Identify and constitute forest areas as permanent forests

ACTIVITIES

To constitute areas which has been proposed as permanent forests (existing) within current database

OUTCOMES

600,000 ha
of permanent forests area secured in 5 years

INDICATORS

Rate of hectarage permanent forests area gazetted

PROJECT OWNER

CCD

1b ACTION PLAN

Identify and constitute forest areas as permanent forests

ACTIVITIES

Initial gazettement of Stateland inside LPF/FTL area to permanent forests

INDICATORS

Rate of Stateland hectarage in LPF/FTL put up for initial gazettement

OUTCOMES

250,000 ha
of area put up for initial gazettement in 5 years

PROJECT OWNER

CCD

SUSTAINING FOREST RESOURCES

ESTABLISHMENT, MAINTENANCE AND PROTECTION OF PERMANENT FORESTS AREAS

STRATEGIC THRUST 1

STRATEGIC OBJECTIVE 1

ACTION PLAN 2

Retain the existing permanent forests and substitute the permanent forests which has been excised or revoked

ACTIVITIES

To formulate new policy to retain the existing permanent forests and substitute the excised/revoked permanent forest

INDICATORS

Number of policy formulated

OUTCOMES

1 policy formulated in 2022

PROJECT OWNER

CCD

ACTION PLAN 3

Strengthen the management of Permanent Forest Estate (PFE)

ACTIVITIES

Produce Masterplan for PFEs

INDICATORS

Number of Masterplans produced

OUTCOMES

1 Management Plan formulated in 2024 to strengthen the management of PFE

PROJECT OWNER

CCD

SUSTAINING FOREST RESOURCES

ESTABLISHMENT, MAINTENANCE AND
PROTECTION OF PERMANENT FORESTS AREAS

ACTION PLAN **4a**

Strengthen conservation within PFE

ACTIVITIES

Identify and map the
High Conservation
Value (HCV) areas

INDICATORS

Number of HCV maps
produced and updated

OUTCOMES

1 HCV map
for Sarawak produced
and updated per year

PROJECT OWNER

CCD

ACTION PLAN **4b**

Strengthen conservation within PFE

ACTIVITIES

Conduct research
program on flora and
fauna in PFE

INDICATORS

Number of reports
produced

OUTCOMES

10
research programs conducted
to facilitate decision making
and enhance the value of PFE

PROJECT OWNER

CCD

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH SUSTAINABLE FOREST MANAGEMENT PRACTICE

STRATEGIC THRUST

1

STRATEGIC OBJECTIVE

2

STRATEGIC OBJECTIVE 2



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN 1

Demarcation and management of permanent forest boundaries

ACTIVITIES

Demarcation of forest boundaries on the ground

INDICATORS

Number of permanent forests with properly demarcated forest boundaries on the ground

OUTCOMES

8 PFEs demarcated per year on the ground to enhance the security and management of permanent forest area

PROJECT OWNER

CCD

2a ACTION PLAN

Implementation of RIL

ACTIVITIES

RIL Training

INDICATORS

Number of training conducted

OUTCOMES

At least 3 trainings conducted per year to develop trained forest workers on RIL

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH
SUSTAINABLE FOREST MANAGEMENT PRACTICE

ACTION PLAN **2b** Implementation of RIL

ACTIVITIES

Compliance
monitoring

INDICATORS

Number of ground
inspection conducted

OUTCOMES

No less than **3** ground
inspections carried out
per year. Reports will be
produced for every
inspection

PROJECT OWNER

PMD

ACTION PLAN **3** Implement forest resource inventory and forest stand assessment

ACTIVITIES

Carry out forest
resource inventory
and forest stand
assessment

INDICATORS

Percentage of forest
area inventoried
within PFE

OUTCOMES

At least **20%** of
forest area
inventoried within the
PFE per year

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH
SUSTAINABLE FOREST MANAGEMENT PRACTICE

STRATEGIC
THRUST

1

STRATEGIC
OBJECTIVE

2

ACTION PLAN

4

Enhance understanding on SFM & FMC among stakeholders

ACTIVITIES

Conduct awareness programme

INDICATORS

Number of awareness programme conducted

OUTCOMES

A minimum of **3** awareness programme conducted per year to enhance/develop awareness on importance of SFM and FMC among stakeholders

PROJECT OWNER

PMD

ACTION PLAN

5a

Enhance knowledge of SFM best practices

ACTIVITIES

Review & improve/formulate guidelines & procedures

INDICATORS

Number of guidelines & procedures reviewed & improved/formulated

OUTCOMES

At least **1** document reviewed/ improved/ formulated to produce updated, practical and reliable guidelines/ procedures annually

PROJECT OWNER

PMD

STRATEGIC
THRUST **1**

STRATEGIC
OBJECTIVE **2**

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH
SUSTAINABLE FOREST MANAGEMENT PRACTICE

ACTION PLAN

5b

Enhance knowledge of SFM best practices

ACTIVITIES

Develop benchmarking
for SFM

INDICATORS

Benchmarking
information developed

OUTCOMES

No less than **1**
benchmarking
information for SFM
developed to provide
reliable and better
information for decision
making per year

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

STRENGTHENING FOREST MANAGEMENT IN WATER CATCHMENT AREAS

STRATEGIC THRUST

1

STRATEGIC OBJECTIVE

3



ACTION PLAN 1a

Enhance strategic partnership among relevant agencies in managing, protecting and monitoring water catchment areas

ACTIVITIES

Conduct and participate in consultation, meeting or workshop with the relevant stakeholders

INDICATORS

Number of consultation, meeting or workshop conducted and participated

OUTCOMES

10 consultations/ meetings/ workshops conducted within 5 years for better coordination in forest management amongst stakeholders

PROJECT OWNER
CCD

1b ACTION PLAN

Enhance strategic partnership among relevant agencies in managing, protecting and monitoring water catchment areas

ACTIVITIES

Conduct and participate in joint inspection and monitoring activities with relevant stakeholders in management of water catchment areas

INDICATORS

Number of joint inspection and monitoring activities conducted and participated

OUTCOMES

5 joint inspection and monitoring activities conducted as preventive measures in water catchment areas in 5 years

PROJECT OWNER

CCD

SUSTAINING FOREST RESOURCES

STRENGTHENING FOREST MANAGEMENT IN WATER CATCHMENT AREAS

ACTION PLAN **2**

Develop guidelines on management of water catchment areas within permanent forests

ACTIVITIES

Conduct benchmarking study on the existing water catchment areas guidelines. Extract, adapt and adopt the guideline produced

INDICATORS

Guideline on water catchment areas within permanent forests

OUTCOMES

1 guideline developed within 5 years to enhance protection of water catchment areas within permanent forest estates to ensure adequate and clean water supply

PROJECT OWNER

CCD

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH SUSTAINABLE FOREST MANAGEMENT PRACTICE

STRATEGIC THRUST

1

STRATEGIC OBJECTIVE

4

STRATEGIC OBJECTIVE 4



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN 1a

Implementation of FMC

ACTIVITIES

To get FMU certified to meet the 2022 target

INDICATORS

Hectareage of licence areas certified

OUTCOMES

A minimum of **600,000 ha** of FMU targeted for certification in the first year and 800,000 ha for the next two years. (The target for 2023 is set after taking into consideration of the capacity of the auditors)

PROJECT OWNER

PMD

1b ACTION PLAN

Implementation of FMC

ACTIVITIES

Monitoring the implementation of Forest Management Plan (FMP) in long-term timber

INDICATORS

Number of internal audit conducted

OUTCOMES

At least **3** internal audits per year conducted to ensure the readiness of FMU for FMC

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

RECOGNITION OF FORESTRY BEST MANAGEMENT PRACTICES

ACTION PLAN **1c** Implementation of FMC

ACTIVITIES

Develop database for affected communities with FMC areas (i) village profile, (ii) villages endorsed by the Resident's office, (iii) identification of community-use areas

INDICATORS

The number of communities profile for FMU established

OUTCOMES

Community profile for at least **3** FMUs developed per year

PROJECT OWNER

PMD

ACTION PLAN **1d** Implementation of FMC

ACTIVITIES

Facilitate multi-stakeholder consultation and establishment of CRC

INDICATORS

Number of meetings/CRC conducted or established

OUTCOMES

A minimum of **3** FMCLC meetings conducted or CRC established to promote proper platform per year to address grievances related to FMC

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

GOOD FOREST GOVERNANCE THROUGH SUSTAINABLE FOREST MANAGEMENT PRACTICE

STRATEGIC THRUST

1

STRATEGIC OBJECTIVE

4

ACTION PLAN

2

Provide enabling condition for the implementation of forest certification

ACTIVITIES

Provide capacity building to FMU

INDICATORS

Number of activities conducted

OUTCOMES

At least 2 trainings / technical support provided for the FMU per year

PROJECT OWNER

PMD

ACTION PLAN

3

Enforcement of policies, circulars, directives (issuance of circular, warning, reminding letters) relevant to forest management certification practices

ACTIVITIES

Monitoring adherence/ compliancy

INDICATORS

Number of monitoring

OUTCOMES

No less than 5 monitoring conducted per year to encourage self-regulatory compliance towards forestry matters and policies

PROJECT OWNER

PMD

SUSTAINING FOREST RESOURCES

SOCIO-ECONOMIC AND RURAL TRANSFORMATION PROGRAM



ACTION PLAN 1a

Processing Forest Timber Licence applications within the development areas

ACTIVITIES

To verify and analyze data provided by the applicant/other agencies

OUTCOMES

At least 3 applications verified and analyzed for issuance of Forest Timber Licence within the development areas per year

INDICATORS

Number of applications verified and analyzed with data provided by the applicant/other agencies to issue Forest Timber Licence within the development areas

PROJECT OWNER LID

1b ACTION PLAN

Processing Forest Timber Licence applications within the development areas

ACTIVITIES

Deliberation in the Task Force Meeting

INDICATORS

Number of Task Force Meetings

OUTCOMES

At least 3 Task Force meetings conducted yearly

PROJECT OWNER LID

LID

SUSTAINING FOREST RESOURCES

SOCIO-ECONOMIC AND
RURAL TRANSFORMATION PROGRAM

STRATEGIC
THRUST

1

STRATEGIC
OBJECTIVE

5

ACTION PLAN

2

Enhancing awareness and acquaintance
among the stakeholders

ACTIVITIES

Conducting and
partaking in dialogues
or briefing with
stakeholders

INDICATORS

Number of dialogues
conducted and
participated

OUTCOMES

At least 1 dialogue
conducted and
participated per year

PROJECT OWNER

LID

SUSTAINING FOREST RESOURCES

MONITORING OF FOREST LICENCED AREA VIE TO RENEWAL



ACTION PLAN 1

Carry out field verifications or checking with cooperations from relevant divisions and regional forest offices

ACTIVITIES

Initiate and lead field verification or checking with the relevant divisions and Regional Forest Offices

INDICATORS

Number of field verification conducted

OUTCOMES

5 licenced areas monitored per year

PROJECT OWNER

LID

SUSTAINING FOREST RESOURCES

STRENGTHENING/ENHANCING REGULATIONS AND
PROCEDURES ON THE TAKING OF FOREST PRODUCE

STRATEGIC
THRUST **1**

STRATEGIC
OBJECTIVE **7**

STRATEGIC OBJECTIVE **7**



OUTCOMES



PROJECT OWNER



INDICATORS



ACTIVITIES

ACTION PLAN **1**

Reviewing licence terms and conditions,
guidelines, DF Circulars, Rules

ACTIVITIES

- ▶ Conducting lab/workshops with relevant divisions and agencies
- ▶ Gathering, synthesising and formulating amendment

OUTCOMES

At least **1** revised and amended rules or procedures are adopted, endorsed and promulgated per year

PROJECT OWNER

LID

INDICATORS

Number of regulations and procedures reviewed, revised, amended and documented

THRUST 2

FOREST LAW ENFORCEMENT

Enforcement of ordinances and forest rules are one of the core functions of FDS. The main purpose is to reduce non-compliance to the Forest Ordinance, License conditions and to reduce illegal activities. This thrust stresses the importance to strengthen enforcement on forest legislation by enhancing SOPs relevant to the ordinance and rules, conduct capacity building for enforcement officers and enhance awareness and continuous dissemination of the latest legislation to stakeholders. Emphasis is also given to develop high compliance to the forest law among staff and stakeholders to improve collaboration between enforcement agencies for ensuring effective and efficient enforcement is implemented.

FOREST LAW ENFORCEMENT

TO STRENGTHEN ENFORCEMENT ON FOREST LEGISLATIONS

STRATEGIC THRUST **2**

STRATEGIC OBJECTIVE **1**

STRATEGIC OBJECTIVE **1**



ACTIVITIES



OUTCOMES



PROJECT OWNER



INDICATORS

ACTION PLAN **1**

Enhance SOP relevant to the Ordinance and Rules

ACTIVITIES

Labs/Workshops to be conducted on reviewing of Enforcement SOPs and work's manual

INDICATORS

Number of workshops conducted related to Enforcement SOPs and work's manual

OUTCOMES

2 workshops conducted per year

PROJECT OWNER

PED

2 ACTION PLAN

Capacity building for enforcement officers

ACTIVITIES

Training on investigation, efile Court Case, Investigation Paper Tracking System (IPTs), information gathering, negotiation, etc

INDICATORS

Number of trainings and workshops

OUTCOMES

7 trainings and workshops per year

PROJECT OWNER

PED

FOREST LAW ENFORCEMENT

TO STRENGTHEN ENFORCEMENT
ON FOREST LEGISLATIONS

ACTION PLAN **3**

Enhance awareness and continuous dissemination
of the latest legislation to stakeholders

ACTIVITIES

Conduct dialogues, programs, talks and meetings on forest legislation with stakeholders, as well as produce leaflets and signboards

INDICATORS

Number of engagements, programs and activities with the stakeholders conducted

OUTCOMES

At least **8** engagements, programs and activities with the stakeholders conducted per year

PROJECT OWNER

PED

FOREST LAW ENFORCEMENT

TO DEVELOP HIGH COMPLIANCE TO THE FOREST LAW AMONG STAFF AND STAKEHOLDERS

STRATEGIC THRUST **2**

STRATEGIC OBJECTIVE **2**

STRATEGIC OBJECTIVE **2**



OUTCOMES



PROJECT OWNER



INDICATORS

ACTIVITIES

ACTION PLAN **1**

Strengthen the coordination committee and networking for combating illegal logging

ACTIVITIES

Inter-agency meeting/workshop on combating illegal logging and strategic networking

INDICATORS

Number of inter-agencies meeting/workshop

OUTCOMES

3 meetings per year

PROJECT OWNER

PED

2 ACTION PLAN

Foster collaboration in enforcement

ACTIVITIES

To launch frequent inter-agency operations

INDICATORS

Number of inter-agency operations conducted

OUTCOMES

8 operation RENGAS per year

PROJECT OWNER

PED

FOREST LAW ENFORCEMENT

TO DEVELOP HIGH COMPLIANCE TO THE FOREST LAW AMONG STAFF AND STAKEHOLDERS

ACTION PLAN **3**

Strengthening operation on combating illegal logging

ACTIVITIES

Monitoring/Operation

INDICATORS

Number of monitorings and operations conducted

OUTCOMES

2920 monitorings and operations conducted per year

PROJECT OWNER

PED

ACTION PLAN **4**

Forest Compliance Rating

ACTIVITIES

- ▶ Increase number of operations via air, river and land
- ▶ Increase competency of Investigating Officers (IO)
- ▶ Enhance effectiveness of communication between HQ and RFOs
- ▶ Enhance effectiveness of Investigation Papers management

OUTCOMES

At least Rating 2 per year

PROJECT OWNER

PED

INDICATORS

Enforcement Compliance Rating Scale:
1 (Excellent), 2 (Good),
3 (Fair), 4 (Poor),
5 (Very Poor)

THRUST 3

FOREST REVENUE MANAGEMENT

Forestry is one of the crucial sources of income to the Sarawak Government, with an expected revenue of RM701.2 million in the year 2025. Productivity and efficiency will be increased while risk of losses will be reduced and prevented through enhanced revenue collections and the credibility of timber legality along the Chain of Custody (CoC) system. The action plans outlined the standardisation of process and procedure on revenue collection, re-engineering of existing and potential revenue sources, standardise forest revenue compliance assessment and digitisation of revenue assessment process and CoC system.

STRATEGIC THRUST **3**

STRATEGIC OBJECTIVE **1**

FOREST REVENUE MANAGEMENT

ENHANCE REVENUE COLLECTION

STRATEGIC OBJECTIVE **1**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

2 ACTION PLAN

Re-engineering of existing and potential revenue sources

ACTIVITIES

Enhance percentage (%) of revenue increment based on previous year collection through at least five diversified sources of revenue

INDICATORS

Percentage increment (%) of revenue generated (RM)

OUTCOMES

Sustainment of revenue collection
In 2021, at least **2%** of revenue (RM) increment generated and increase of **3%** in 2022-2023, followed by **5%** increment in 2024-2025

PROJECT OWNER

RDMD

1 ACTION PLAN

Standardise the process and procedure on revenue collection

ACTIVITIES

Establish new mechanism on royalty assessment for forest produce

INDICATORS

Number of process and procedure related to Revenue Assessment established

OUTCOMES

3 processes and procedures related to Revenue Assessment established in 2021 and at least 1 per year from 2022-2025 to enhance the efficiency of royalty assessment process

PROJECT OWNER

RDMD

FOREST REVENUE MANAGEMENT

ENHANCE REVENUE COLLECTION

STRATEGIC THRUST **3**

STRATEGIC OBJECTIVE **1**

ACTION PLAN **3**

Standardise forest revenue compliance assessment

ACTIVITIES

Develop and apply Revenue Compliance Rating at all Regional Forest Offices (RFOs) to measure revenue leakages

INDICATORS

Number of star ratings achieved by all RFOs throughout Sarawak

OUTCOMES

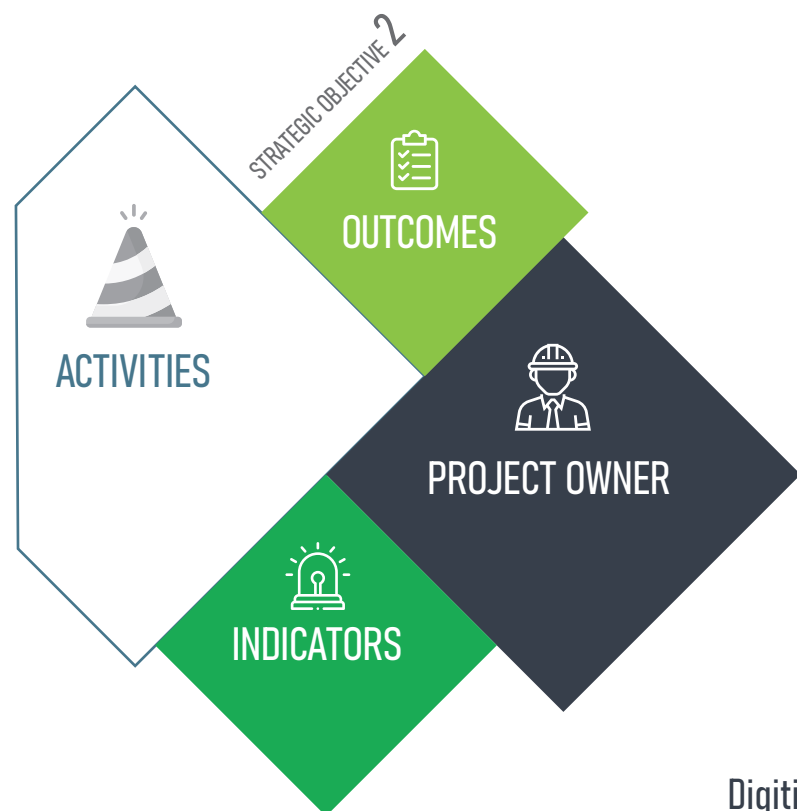
4 to 8 RFOs to achieve 5 Star rating.

PROJECT OWNER

RDMD

FOREST REVENUE MANAGEMENT

ENHANCE THE CREDIBILITY OF TIMBER LEGALITY ALONG CHAIN OF CUSTODY (CoC) SYSTEM



ACTION PLAN 1

Digitisation of revenue assessment processes and CoC system

ACTIVITIES

Conduct Business Process Improvement (BPI), establish and digitalize the 7 main processes

INDICATORS

Number of digital supply chain module established

OUTCOMES

Increase credibility of the CoC system. At least the

7 supply chain modules established in 5 years

PROJECT OWNER

RDMD

THRUST 4

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

Research, development, innovation and commercialisation is in accordance with the department's vision of achieving excellence in managing and conserving tropical forests. Research fields are prioritised towards biodiversity research, forest conservation and SFM. Emphasis is given on biodiversity data collection activities, enhancing reference collection database and disseminating information from research findings more efficiently. The objectives are to intensify R&D in SFM, strengthen R&D in forest and marine biodiversity conservation, strengthen flora and fauna integrated information centre and commercialisation of R&D products.

STRATEGIC
THRUST **4**

STRATEGIC
OBJECTIVE **1**

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN
SUSTAINABLE FOREST MANAGEMENT IMPLEMENTATION

STRATEGIC OBJECTIVE **1**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN

1a

Conduct research programmes in production
forest areas

ACTIVITIES

Identify and establish
Permanent Sample
Plot (PSP) within FMUs

OUTCOMES

5 plots/ year/ FMU to
enhance sustainable
management for timber
resources in the FMU

INDICATORS

Number of PSP
established

PROJECT OWNER

RDID

1b

ACTION PLAN

Conduct research programmes in
production forest areas

ACTIVITIES

Monitoring and
assessment of PSP in
FMU

INDICATORS

Number of
assessments
conducted

OUTCOMES

5 assessments / year
of timber stocking
database revised and
established

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN SUSTAINABLE FOREST MANAGEMENT IMPLEMENTATION

STRATEGIC THRUST 4

STRATEGIC OBJECTIVE 1

ACTION PLAN 1c

Conduct research programmes in production areas

ACTIVITIES

Compiling and analysing data on growth & yield in FMU

INDICATORS

Number of plot data compiled and analysed

OUTCOMES

5 plot data/year for recommendation growth and yield of Sarawak PFE

PROJECT OWNER

RDID

ACTION PLAN 2

Apply research findings for sustainable forest management

ACTIVITIES

Knowledge sharing on research findings

INDICATORS

Number of publications and research presentations

OUTCOMES

10 scientific publications/year published and/or presented

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN
SUSTAINABLE FOREST MANAGEMENT IMPLEMENTATION

ACTION PLAN **3**

Strengthen collaborations in research
implementation

ACTIVITIES

Research
collaboration and/or
innovative R&D
programmes with all
the relevant parties at
national and
international level

INDICATORS

Number of research
/projects
collaborations
initiated

OUTCOMES

At least **2** collaboration
projects per year to support
the implementation of
conservation initiatives and
opportunities for research
funding

PROJECT OWNER

RDID

ACTION PLAN **4a**

Development of integrated scientific approach
and application in forensic timber identification

ACTIVITIES

Development of Artificial
Intelligence (AI) for wood
identification through
smartphone (SEAC
Project)

INDICATORS

Number of application
developed

OUTCOMES

1 application developed to
support forest management
and enforcement

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN SUSTAINABLE FOREST MANAGEMENT IMPLEMENTATION

STRATEGIC THRUST **4**

STRATEGIC OBJECTIVE **1**

ACTION PLAN **4b**

Development of integrated scientific approach and application in forensic timber identification

ACTIVITIES

Digitalisation of Sarawak Xylarium (Wood Library)

INDICATORS

Percentage of wood specimens digitised

OUTCOMES

100% of wood specimens digitised as reliable references for timber trade within 5 years

PROJECT OWNER

RDID

ACTION PLAN **4c**

Development of integrated scientific approach and application in forensic timber identification

ACTIVITIES

Developing DNA barcode reference library of commonly traded timber species of Sarawak

INDICATORS

Number of DNA barcodes developed from commercial timber species

OUTCOMES

Database of at least **4** commercial timber species within 5 years

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN FOREST AND MARINE BIODIVERSITY CONSERVATION



ACTION PLAN **1a**

Enhance research and inventory of forest biodiversity resources

ACTIVITIES
Conduct forest resources assessment

INDICATORS
Number of assessment reports or lists published

OUTCOMES
1 assessment report or list published yearly per PFE area

PROJECT OWNER
RDID

1b ACTION PLAN

Enhance research and inventory of forest biodiversity resources

ACTIVITIES
Anthropogenic effects to forest conservation and ecosystem sustainability

INDICATORS
Number of reports produced

OUTCOMES
1 report per year

PROJECT OWNER
RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN FOREST AND MARINE BIODIVERSITY CONSERVATION

STRATEGIC THRUST 4

STRATEGIC OBJECTIVE 2

ACTION PLAN 1c

Enhance research and inventory of forest biodiversity resources

ACTIVITIES

Increase collection of selected living plants for ex-situ conservation

INDICATORS

Percentage of living plant collection

OUTCOMES

At least **10%** increment annually of the living plant collection

PROJECT OWNER

RDID

ACTION PLAN 2a

Intensify multidisciplinary research on forest and marine biodiversity resources

ACTIVITIES

Integrated forest ecological studies for resource utilisation and management

INDICATORS

Number of assessment reports produced

OUTCOMES

3 assessment reports per year

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING RESEARCH AND DEVELOPMENT (R&D) IN FOREST AND MARINE BIODIVERSITY CONSERVATION

ACTION PLAN

2b

Intensify multidisciplinary research on forest
and marine biodiversity resources

ACTIVITIES

Identify and assess forest
plant species for
conservation
prioritisation

INDICATORS

Percentage of species
identified and assessed

OUTCOMES

20% tree species
identified and assessed
yearly

PROJECT OWNER

RDID

ACTION PLAN

2c

Intensify multidisciplinary research on forest
and marine biodiversity resources

ACTIVITIES

Implement monitoring
and conservation action
of prioritised species

INDICATORS

Number of trees and
non-trees species
conserved

OUTCOMES

5 species conserved yearly

PROJECT OWNER

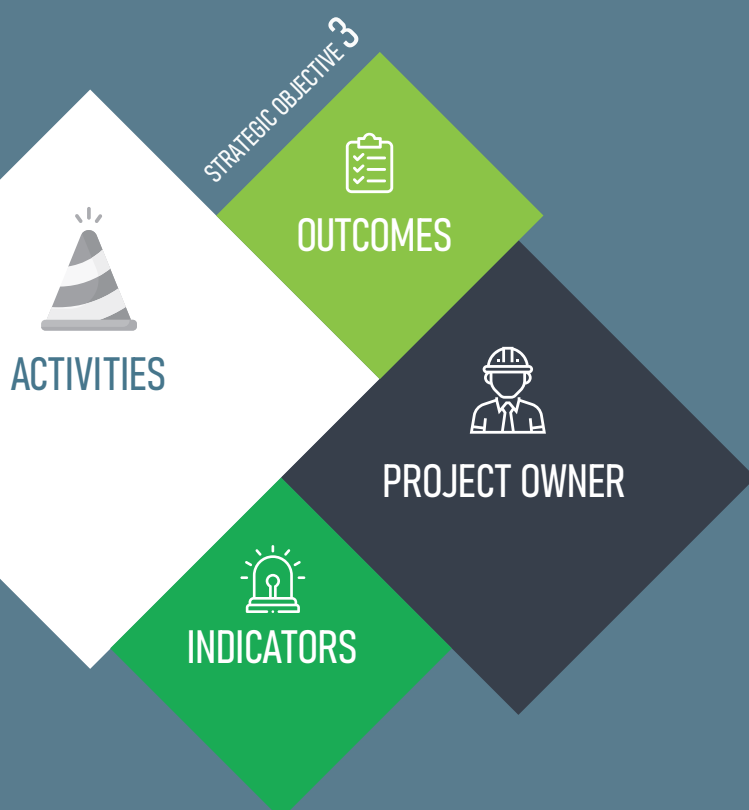
RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING FLORA AND FAUNA
INTEGRATED INFORMATION CENTRE

STRATEGIC
THRUST 4

STRATEGIC
OBJECTIVE 3



ACTION PLAN 1

Strengthen Integrated Research Digital
Management System (IRDMS)

ACTIVITIES

Updating database
and scientific
information on:
i. herbarium collection
ii. insectarium
collection
iii. fungarium
collection

OUTCOMES

At least **10%** of digital
specimens data will be
updated and ready to be
utilised as references
per year.

PROJECT OWNER

RDID

INDICATORS

Percentage of
database updated

2 ACTION PLAN

Integrate information and research findings to support development
of forest management, planted forests and wildlife

ACTIVITIES

Updating
database/checklist of
information on:
i. Soil lab data
ii. hydrology

INDICATORS

Percentage of
information updated

OUTCOMES

At least **10%** of data
will be updated yearly
and ready to be
utilised as references

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

STRENGTHENING FLORA AND FAUNA INTEGRATED INFORMATION CENTRE

ACTION PLAN 3

Strengthen management and maintenance of
reference collections

ACTIVITIES

Establish barcoding
system for:
i. Herbarium collection
ii. Insectorium
collection
iii. Fungarium
collection

INDICATORS

Percentage of
progress yearly will
be improved

OUTCOMES

At least **10%** of specimens
barcoded yearly

PROJECT OWNER

RDID

RESEARCH, DEVELOPMENT, INNOVATION AND COMMERCIALISATION

COMMERCIALISATION OF RESEARCH AND DEVELOPMENT (R&D) PRODUCTS

STRATEGIC THRUST **4**

STRATEGIC OBJECTIVE **4**

STRATEGIC OBJECTIVE **4**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1**

Implement innovative research to improve development of forest management, planted forests and wildlife

ACTIVITIES

Develop propagation protocol for ERT species

INDICATORS

Number of protocols for ERT species / plantation species / indigenous timber species developed

OUTCOMES

At least **3** potential protocols developed and recommended for commercialisation / mass propagation / conservation within 5 years

PROJECT OWNER

RDID

2

ACTION PLAN

Encourage intellectual property registration (e.g. patent) of research findings with commercial potential

ACTIVITIES

Encourage intellectual property registration

INDICATORS

Number of proposed IP or patent registered

OUTCOMES

2 proposed IPs or patents submitted for registration in 5 years depending on expertise acknowledgement and recognition (third party).

PROJECT OWNER

RDID

THRUST 5

RESTORATION AND INDUSTRIAL FOREST

The thrust objectives are to strengthen the development of industrial forest management to achieve one million hectares of planted forest by 2025, to embark on big-scale FLR programme, and to strengthen R&D to support restoration and industrial forest. To achieve these objectives, emphasis is given on the production of planting materials, R&D on fast-growing exotic and high-value indigenous species, as well as capacity building through collaboration with various stakeholders and agencies.

RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **1**

STRENGTHENING THE DEVELOPMENT OF INDUSTRIAL FOREST MANAGEMENT TO ACHIEVE ONE (1) MILLION HECTARES OF PLANTED FOREST BY 2025

STRATEGIC OBJECTIVE **1**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1**

Review existing relevant policies, rules, regulations and guidelines related to Planted Forest

ACTIVITIES

Engagement programs conducted

OUTCOMES

2 relevant policies/rules/regulation/guidelines formulated or reviewed annually

INDICATORS

Number of relevant policies, rules, regulations and guidelines formulated or reviewed

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING THE DEVELOPMENT OF INDUSTRIAL FOREST MANAGEMENT TO ACHIEVE ONE (1) MILLION HECTARES OF PLANTED FOREST BY 2025

ACTION PLAN **2**

Certification of eligible forest plantation areas to be mandatory by 2025. Areas not eligible for certification are encouraged to practice forest management certification standards

ACTIVITIES

Enforce policies on industrial forest management certification practices

INDICATORS

Number of FPMUs certified

OUTCOMES

20 FPMUs certified within 5 years

PROJECT OWNER

RIFD

ACTION PLAN **3a**

Strengthen planted forest development monitoring system through various mechanisms

ACTIVITIES

Develop and apply Industrial Tree Plantation (ITP) Compliance Rating to all active LPF licences

INDICATORS

Number of active LPF licences (45) rated

OUTCOMES

100% active LPF licences rated annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **1**

STRENGTHENING THE DEVELOPMENT OF INDUSTRIAL FOREST MANAGEMENT TO ACHIEVE ONE (1) MILLION HECTARES OF PLANTED FOREST BY 2025

ACTION PLAN **3b**

Strengthen planted forest development monitoring system through various mechanisms

ACTIVITIES

Ensure no new oil palm planting in LPF

INDICATORS

Percentage of areas monitored using GIS and number of inspections conducted purposely for conversion of Oil Palm to ITP

OUTCOMES

100% areas monitored using GIS and at least 2 inspections conducted purposely for conversion of oil palm to ITP annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING BIG SCALE FOREST LANDSCAPE RESTORATION (FLR) PROGRAMME



ACTION PLAN **1a**

Implementation of FLR throughout Sarawak

ACTIVITIES

Tree planting throughout Sarawak

OUTCOMES

At least **7** million trees planted annually

INDICATORS

Number of trees planted

PROJECT OWNER

RIFD

1b ACTION PLAN

Implementation of FLR throughout Sarawak

ACTIVITIES

Developing effective supervision and monitoring mechanism of DF circular No. 2/2019 for restoration by FTL & LPF

INDICATORS

Number of FTLs audited/inspected/verified

OUTCOMES

At least **5** FTLs audited/inspected/verified annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING BIG SCALE FOREST LANDSCAPE RESTORATION (FLR) PROGRAMME

STRATEGIC THRUST 5

STRATEGIC OBJECTIVE 2

ACTION PLAN 1c

Implementation of FLR throughout Sarawak

ACTIVITIES

Monitoring and assessment of FLR planting trials

INDICATORS

Percentage of areas monitored using GIS and number of plots assessed

OUTCOMES

100% of areas monitored using GIS and at least 2 FLR planting are assessed annually

PROJECT OWNER

RIFD

ACTION PLAN 1d

Implementation of FLR throughout Sarawak

ACTIVITIES

Develop comprehensive FLR Database System

INDICATORS

Development of FLR website and database

OUTCOMES

1 FLR website developed in 2021 and 100% of data updated annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING BIG SCALE FOREST LANDSCAPE RESTORATION (FLR) PROGRAMME

ACTION PLAN **1e**

Implementation of FLR throughout Sarawak

ACTIVITIES

To increase public participation and involvement

INDICATORS

- i. Number of MoUs signed
- ii. Number of planting programs/ collaborations with other agencies

OUTCOMES

- i. At least **1** MoU signed annually
- ii. At least **5** planting programs/collaborations with other agencies annually

PROJECT OWNER

RIFD

ACTION PLAN **1f**

Implementation of FLR throughout Sarawak

ACTIVITIES

Establishment of Centre of Excellence (COE) for FLR

INDICATORS

- i. Number of FLR COE initiated
- ii. Number of infrastructures developed/ improved/ maintained to support establishment of FLR COE
- iii. Number of forest fire management plans (FMP) developed to support establishment of FLR COE

OUTCOMES

- i. At least **1** COE for FLR initiated annually
- ii. At least **3** infrastructures developed/improved/maintained annually to support establishment of COE
- iii. **1** forest fire management plan developed for each of 1 FLR (COE) annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING BIG SCALE FOREST LANDSCAPE RESTORATION (FLR) PROGRAMME

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **2**

ACTION PLAN **2a** Production of planting materials

ACTIVITIES

To maintain and improve facilities at the 4 existing nurseries, namely Semengoh, Sabal, STIC Sibu and Niah

INDICATORS

Number of facilities maintained and improved

OUTCOMES

4 current nurseries maintained and improved annually

PROJECT OWNER

RIFD

ACTION PLAN **2b** Production of planting materials

ACTIVITIES

To establish new nurseries and facilities

INDICATORS

Number of new nurseries established

OUTCOMES

At least **9** new nurseries established in 5 years

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING BIG SCALE FOREST LANDSCAPE RESTORATION (FLR) PROGRAMME

ACTION PLAN **2c** Production of planting materials

ACTIVITIES

Seedling production
and maintenance

INDICATORS

Number of seedlings
produced in nurseries

OUTCOMES

Annual production of

200k - 500k

planting material
annually

PROJECT OWNER

RIFD

ACTION PLAN **2d** Implementation of FLR throughout Sarawak

ACTIVITIES

To establish new Seed
Production Area (SPA)
for indigenous tree
species

INDICATORS

Number of established
SPAs

OUTCOMES

At least **3** SPAs
of indigenous timber
species established
annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT
RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **3**

STRATEGIC OBJECTIVE **3**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1a**

R&D on fast-growing exotic timber species
with high yield and commercial value

ACTIVITIES

To identify and
establish breeding
plot

OUTCOMES

At least **1** plot
established in the first
two years

INDICATORS

Number of plots
established

PROJECT OWNER

RIFD

1b ACTION PLAN

R&D on fast-growing exotic timber species
with high yield and commercial value

ACTIVITIES

Establishment of
eucalyptus trial plot
(improved materials
from CERC)

INDICATORS

Number of plots
established

OUTCOMES

Establish **6** plots in
the first three years

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT RESTORATION AND INDUSTRIAL FOREST

ACTION PLAN **1c**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

Establishment of new Seed Production Areas (SPA) (taxa trial conversion) in various LPFs areas

INDICATORS

Number of SPAs established

OUTCOMES

At least **2** SPAs established annually

PROJECT OWNER

RIFD

ACTION PLAN **1d**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

Establishment of Seedling Seed Orchard (SSO) (progeny trial conversion) in various LPFs areas

INDICATORS

Number of SSOs established

OUTCOMES

At least **1** SSO established annually

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT
RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **3**

ACTION PLAN **1e**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

Establishment of cuttings hedge garden at various LPF holders

INDICATORS

Number of hedge gardens established

OUTCOMES

At least **2** hedge gardens established within 5 years

PROJECT OWNER

RIFD

ACTION PLAN **1f**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

To evaluate the performance of existing species planted by LPF holders

INDICATORS

Number of plots established/rate of growth performance

OUTCOMES

At least **2** growth and yield reports to be produced per year for selected LPFs

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT RESTORATION AND INDUSTRIAL FOREST

ACTION PLAN **1g**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

To establish pest and disease permanent monitoring plots at LPFs

INDICATORS

Number of plots established

OUTCOMES

At least **3** pests and diseases factsheets/reports produced per year

PROJECT OWNER

RIFD



ACTION PLAN **1h**

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

Management of pests and diseases

INDICATORS

Number of guidelines on the management of pests and diseases developed

OUTCOMES

At least **3** guidelines on pests and diseases management produced per year

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT
RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **3**

ACTION PLAN

1i

R&D on fast-growing exotic timber species with high yield and commercial value

ACTIVITIES

To carry out seed handling and seed storage trials on various exotic seed species

OUTCOMES

At least **2** guidelines on seed handling and storage produced per year

PROJECT OWNER

RIFD

INDICATORS

Number of guidelines on seed handling and seed storage method produced

ACTION PLAN

2a

R&D on high value indigenous timber species

ACTIVITIES

To evaluate the performance of the existing species planted and identify other potential species

INDICATORS

Number of plots established/rate of growth performance

OUTCOMES

10 plots to be established in 5 years time

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT RESTORATION AND INDUSTRIAL FOREST

ACTION PLAN **2b**

R&D on high value indigenous timber species

ACTIVITIES

Management of pests and diseases

INDICATORS

Number of guidelines on the management of pests and diseases developed

OUTCOMES

9 guidelines on pests and diseases management produced in 5 years' time

PROJECT OWNER

RIFD



ACTION PLAN **2c**

R&D on high value indigenous timber species

ACTIVITIES

To establish new research trials of potential species

INDICATORS

Number of trials established

OUTCOMES

10 trial plots established in 5 years time

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT
RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST **5**

STRATEGIC OBJECTIVE **3**

ACTION PLAN **2d**

R&D on high value indigenous timber species

ACTIVITIES

To carry out temporary and / or long term seed storage trials for indigenous seed species

INDICATORS

Number of guidelines on handling of indigenous seed species / seed storage method produced

OUTCOMES

At least **2** guidelines on seed handling and storage produced per year

PROJECT OWNER

RIFD

ACTION PLAN **2e**

R&D on high value indigenous timber species

ACTIVITIES

To establish SPA in natural forest on indigenous species for forest plantation

INDICATORS

Number of SPAs established and maintained

OUTCOMES

At least **4** SPAs established yearly

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT RESTORATION AND INDUSTRIAL FOREST

ACTION PLAN **3a**

Enhancing capacity building and expertise

ACTIVITIES

Research collaboration at national and international level

INDICATORS

Number of research collaborations initiated

OUTCOMES

At least **1** collaboration and support annually in the implementation of genetic improvement

PROJECT OWNER

RIFD



ACTION PLAN **3b**

Enhancing capacity building and expertise

ACTIVITIES

Improve research capacity building

INDICATORS

Number of technical training/workshop/conference organized or attended

OUTCOMES

At least **2** per year

PROJECT OWNER

RIFD

RESTORATION AND INDUSTRIAL FOREST

STRENGTHENING R&D TO SUPPORT RESTORATION AND INDUSTRIAL FOREST

STRATEGIC THRUST 5

STRATEGIC OBJECTIVE 3

ACTION PLAN

3c

Enhancing capacity building and expertise

ACTIVITIES

Encourage scientific publications

INDICATORS

Number of publications in international/ national refereed journals, proceeding for conference, seminar and etc

OUTCOMES

At least 4 papers from RIFD per year

PROJECT OWNER

RIFD

THRUST 6

SOCIAL AND URBAN FORESTRY

FDS is also committed to build, enhance and strengthen the well-being of communities living in or surrounding PFE & HEP areas through social forestry programs such as public awareness, community development, capacity building and community services in helping to improve socio-economic and well-being of the communities. In addition, social forestry is also a strategy and initiative of the department in achieving its vision for sustainable forest management.

SOCIAL AND URBAN FORESTRY

STRENGTHENING SOCIAL FORESTRY

STRATEGIC THRUST **6**

STRATEGIC OBJECTIVE **1**

STRATEGIC OBJECTIVE **1**



OUTCOMES



ACTIVITIES



INDICATORS



PROJECT OWNER

ACTION PLAN **1a**

Strengthen the institutional framework and function of social forestry

ACTIVITIES

To develop Social Forestry Statement of Policy and Guidelines

OUTCOMES

3 guidelines established starting from 2023

INDICATORS

Number of documents drafted

PROJECT OWNER

SFD

1b ACTION PLAN

Strengthen the institutional framework and function of social forestry

ACTIVITIES

To implement awareness campaign and capacity building of staff and stakeholders

INDICATORS

Number of activities conducted

OUTCOMES

20 activities within 5 years

PROJECT OWNER

SFD

SOCIAL AND URBAN FORESTRY

STRENGTHENING SOCIAL FORESTRY

ACTION PLAN **1c**

Strengthen the institutional framework and
function of social forestry

ACTIVITIES

To collect social
profiling data and
identify potential area
in PFE for carbon
projects

INDICATORS

Number of PFEs
covered

OUTCOMES

10 PFEs within 5 years

PROJECT OWNER

SFD



ACTION PLAN **1d**

Strengthen the institutional framework and
function of social forestry

ACTIVITIES

To identify and appoint
co-management agents
to manage and maintain
projects

INDICATORS

Number of
co-management
agents

OUTCOMES

5 co-management
agents appointed

PROJECT OWNER

SFD

SOCIAL AND URBAN FORESTRY

STRENGTHENING SOCIAL FORESTRY

STRATEGIC THRUST **6**

STRATEGIC OBJECTIVE **1**

ACTION PLAN **1e**

Strengthen the institutional framework and function of social forestry

ACTIVITIES

To select and accredit potential players/products/certifications to be accredited

INDICATORS

Numbers of NTFP Players/Products recognized and accredited

OUTCOMES

4 type of products/players within 5 years

PROJECT OWNER

SFD

ACTION PLAN **2**

Prepare, review and evaluate long-term plan of communal forest utilization for socio-economic development and capacity building

ACTIVITIES

To develop management plan for existing communal forest

INDICATORS

Number of Management Plans of Communal Forest

OUTCOMES

2 management plans within 5 years

PROJECT OWNER

SFD

SOCIAL AND URBAN FORESTRY

STRENGTHENING SOCIAL FORESTRY

ACTION PLAN **3a**

Implement and monitor social forestry and community development programs and activities

ACTIVITIES

To evaluate existing Social Forestry and Community Programs/Activities

INDICATORS

Number of activities evaluated

OUTCOMES

10 activities within 5 years

PROJECT OWNER

SFD



ACTION PLAN **3b**

Implement and monitor social forestry and community development programs and activities

ACTIVITIES

To designate area to be promoted as the best Social Forestry practices

INDICATORS

Number of areas selected

OUTCOMES

1 area to be recognized within 5 years by accredited bodies

PROJECT OWNER

SFD

SOCIAL AND URBAN FORESTRY

STRENGTHENING URBAN FORESTRY

STRATEGIC THRUST **6**

STRATEGIC OBJECTIVE **2**

STRATEGIC OBJECTIVE **2**



OUTCOMES



PROJECT OWNER



ACTIVITIES



INDICATORS

ACTION PLAN **1**

Development of Urban Park in PFE - Kayangeran FR

ACTIVITIES

To establish a green lung in the urban area

OUTCOMES

At least 1 activity implemented and constructed annually

INDICATORS

Number of activities implemented and constructed
(Construction of ecopark facilities, research plots, NTFP eco-based centre, arboretum, herbs & medicinal garden)

PROJECT OWNER

SFD

THRUST 7

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

The latest developments in forestry require the usage of systems and technology. The use of technological systems in forestry enhanced through geospatial applications and latest technology can assist FDS in implementing various activity efficiently and effectively. Geospatial system applications available in FDS will be enhanced by improving the use of remote sensing technology. The thrust emphasised on provision and geospatial services to improve information and communication technology (ICT) through the implementation of Timber Enforcement Administration and Management System (TEAMS). Besides that, the objectives also outline the strategic collaboration with various stakeholders in the application of technology related to forestry.

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

PROVISION & GEOSPATIAL SERVICES

STRATEGIC
THRUST

STRATEGIC
OBJECTIVE

STRATEGIC OBJECTIVE 1

OUTCOMES

PROJECT OWNER

INDICATORS

ACTIVITIES

ACTION PLAN 1a

Enhance Information and Communication Technology (ICT): Implementation of Timber Enforcement Administration and Management System (TEAMS)

ACTIVITIES

EFIMS: Adoption of land and survey operation map for FD base layer

OUTCOMES

At least **80%** adoption of land and survey operation map annually for FD base layer updated

INDICATORS

Percentage of adoption of land and survey operation map for FD base layer

PROJECT OWNER

FTG

1b ACTION PLAN

Enhance Information and Communication Technology (ICT): Implementation of Timber Enforcement Administration and Management System (TEAMS)

ACTIVITIES

EFIMS: Establish data capture and monitoring PEC data in RFOs

INDICATORS

Percentage of active PEC converted, captured and migrated to digital in RFOs

OUTCOMES

At least **80%** of active PEC converted, captured and migrated to digital annually in RFOs

PROJECT OWNER

FTG

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

PROVISION & GEOSPATIAL SERVICES

ACTION PLAN **1c**

Enhance Information and Communication Technology (ICT): Implementation of Timber Enforcement Administration and Management System (TEAMS)

ACTIVITIES

To conduct Business Process Improvement (BPI) for License for Planted Forest (LPF), RIL, SFM, IPTS, Landscape Restoration, Licensee Portal, PFEs portal

INDICATORS

Number of BPIs conducted

OUTCOMES

At least **2** BPIs conducted per year

PROJECT OWNER

FTG

ACTION PLAN **1d**

Enhance Information and Communication Technology (ICT): Implementation of Timber Enforcement Administration and Management System (TEAMS)

ACTIVITIES

Enhancement of existing ICT system

- Enterprise Forest Information Management System (EFIMS)
- Revenue & Log Tracking System (REVLOG)
- Investigation Paper Tracking

INDICATORS

Number of new modules introduced to enhance the existing system

OUTCOMES

At least **2** new modules introduced per year

PROJECT OWNER

FTG

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

STRATEGIC THRUST **7**

STRATEGIC OBJECTIVE **1**

PROVISION & GEOSPATIAL SERVICES

ACTION PLAN **2a**

Apply technology for better and efficient forestry activities including management and planning, enforcement, revenue collection, research and conservation, planted forests and non-timber forest processing

ACTIVITIES

Dissemination of data and information in command and control centre (COMOS)

INDICATORS

i. Monitoring and surveillance: To monitor PFEs (3.9 mil.) and licences (5.58 mil.) using SI throughout the State

ii. Quantity of data disseminated to PED: Dissemination of tactical data

OUTCOMES

i. At least **80%** coverage areas of all PFEs and Forest Timber Licences are monitored throughout the State per year

ii. **8** set of Effective detection on encroachment and non compliance.

PROJECT OWNER

FTG

ACTION PLAN **2b**

Apply technology for better and efficient forestry activities including management and planning, enforcement, revenue collection, research and conservation, planted forests and non-timber forest processing

ACTIVITIES

To update PFEs geospatial data through Clean House Mechanism

INDICATORS

Percentage of PFE Geospatial Data overlapping with PL/NCL

OUTCOMES

100% geospatial data administrative data boundaries verified within 5 years

- PFE involved
- PL involved

PROJECT OWNER

FTG

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

PROVISION & GEOSPATIAL SERVICES

ACTION PLAN **2c**

Apply technology for better and efficient forestry activities including management and planning, enforcement, revenue collection, research and conservation, planted forests and non-timber forest processing

ACTIVITIES

Establish centralized UAV centre: Coordinated drone operation and activities within department

INDICATORS

i. To facilitate regulatory functions on drone operation. Number of drone operation permits forwarded to Civil Aviation Authority of Malaysia

ii. Number of trainings on drone operation and legislation facilitated/coordinated

OUTCOMES

i. At least **10** permits per year

ii. At least **2** trainings coordinated per year

PROJECT OWNER

FTG

LEVERAGING ON TECHNOLOGY FOR EFFECTIVE FOREST MANAGEMENT

STRATEGIC THRUST **7**

STRATEGIC OBJECTIVE **2**

STRATEGIC COLLABORATION

STRATEGIC OBJECTIVE **2**



OUTCOMES



PROJECT OWNER



INDICATORS



ACTIVITIES

ACTION PLAN **1**

Strengthen collaboration with various stakeholders in the application of technology related to forestry

ACTIVITIES

Determine scope of synergistic collaboration with external parties

INDICATORS

Number of MoUs & MoAs entered

OUTCOMES

2 MoUs and MoAs signed by year 2025 on technological transfer and long-term working relationship

PROJECT OWNER

FTG

THRUST 8

INTERNATIONAL AFFAIRS

To get international recognition and improve the State's image, FDS is actively involved in international forestry issues. To improve technical capacity, funding and expertise, FDS is always exploring and seeking collaborations with international strategic partners. The department is also committed to strengthen international collaborations and partnership by launching international programs. FDS aims for global recognition and visibility through publication and dissemination of information and enhancing international immersion opportunities.

INTERNATIONAL AFFAIRS

STRATEGIC
THRUST **8**

TO ACCELERATE INTERNATIONAL
AGREEMENTS/ PROJECT INITIATIVES

STRATEGIC
OBJECTIVE **1**



ACTION PLAN **1a**

Exploring and collaborating with international
strategic partners

ACTIVITIES

Deliberation and
addressing issues
related to treaties on
forestry and
biodiversity

INDICATORS

Number of meetings

OUTCOMES

At least **2** meetings
conducted annually

PROJECT OWNER

IAD

1b ACTION PLAN

Exploring and collaborating with
international strategic partners

ACTIVITIES

Prepare proposal for
potential projects and
seek international
donors (including NGOs)
and government funding

INDICATORS

Number of proposals
submitted

OUTCOMES

At least **1** proposal
submitted per year

PROJECT OWNER

IAD

ACTION PLAN

1c

Exploring and collaborating with international
strategic partners

ACTIVITIES

Plan, coordinate and
monitor project
implementation

OUTCOMES

At least **2** programmes
conducted annually

INDICATORS

Number of
programmes
conducted

PROJECT OWNER

IAD

INTERNATIONAL AFFAIRS

TO STRENGTHEN INTERNATIONAL COLLABORATIONS
& PARTNERSHIP

STRATEGIC
THRUST **8**

STRATEGIC
OBJECTIVE **2**

STRATEGIC OBJECTIVE **2**



ACTIVITIES



OUTCOMES



PROJECT OWNER



INDICATORS

ACTION PLAN **1a**

Executing international programmes

ACTIVITIES

Implement
international
collaborative
programmes

INDICATORS

Number of joint
collaborative
activities

OUTCOMES

At least **2** collaborative
activities per year

PROJECT OWNER

IAD

1b ACTION PLAN

Executing international programmes

ACTIVITIES

Participate in or
organise relevant
international or
national events

INDICATORS

Number of
participations in joint
international event

OUTCOMES

Participation in at
least **2** joint
international event
annually

PROJECT OWNER

IAD

ACTION PLAN **1c**

Executing international programmes

ACTIVITIES

Prepare progress reports

INDICATORS

Number of reports submitted

OUTCOMES

At least **2** progress monitored and updated per year

PROJECT OWNER

IAD

INTERNATIONAL AFFAIRS

STRATEGIC THRUST **8**

TO ELEVATE GLOBAL RECOGNITION & VISIBILITY

STRATEGIC OBJECTIVE **3**

STRATEGIC OBJECTIVE **3**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1**

Publication and dissemination of information

ACTIVITIES

Prepare and disseminate up to date information through social media/multimedia

INDICATORS

Number of publication materials/videos produced and circulated

OUTCOMES

Circulate at least **2** published product

PROJECT OWNER

IAD

2 ACTION PLAN

Enhancing international immersion opportunities

ACTIVITIES

Organise engagement programs for journalists and other media representatives

INDICATORS

Number of media engagements

OUTCOMES

At least **1** media engagement

PROJECT OWNER

IAD

THRUST 9

FINANCIAL AND HUMAN RESOURCE

Financial and human resource is one of the most crucial thrust to support the implementation of other thrusts. One of the strategic objectives is prudent financial management by monitoring performance and progress of operating and development budget. The other strategic objective is to ensure financial regulatory compliance by proper monitoring and supervision through Financial Management Compliance Index and Electronic Compliance Self-Assessment (eCSA) score. To strengthen human capital, department will embark by transforming and enhancing structure and human capital through the best talent management framework. Moral and shared values will be strengthened through quality management in the organisation. FDS will identify and assist the formulation of any new strategic direction or way forward directed by State Government on forestry matter from time to time.

FINANCIAL AND HUMAN RESOURCES

STRATEGIC THRUST 9

PRUDENT FINANCIAL MANAGEMENT

STRATEGIC OBJECTIVE 1

STRATEGIC OBJECTIVE 1



OUTCOMES



PROJECT OWNER



INDICATORS

ACTIVITIES

ACTION PLAN 1

Monitor performance and progress of OPEX budget

ACTIVITIES

- Analyse & prepare monthly physical and financial report
- Conduct quarterly meetings
- Final meeting to analyse and yearly report performance

OUTCOMES

At least **95%** of OPEX Budget optimally used annually

PROJECT OWNER
MSD

INDICATORS

Percentage of utilisation of OPEX Budget

2 ACTION PLAN

Monitor performance and progress of state project development

ACTIVITIES

- Analyse & prepare monthly physical and financial report
- Conduct quarterly meetings
- Final meeting to analyse and yearly report performance

INDICATORS

Percentage of utilisation of State Development Budget

OUTCOMES

At least **90%** of State Development Budget optimally used annually

PROJECT OWNER
ODPD

FINANCIAL AND HUMAN RESOURCES

PRUDENT FINANCIAL MANAGEMENT

ACTION PLAN 3

Monitor performance and progress of federal project

ACTIVITIES

- i. Analyse & prepare monthly physical and financial reports
- ii. Conduct quarterly meeting
- iii. Final meeting to analyse and yearly report performance

OUTCOMES

At least **90%** of Federal Development Budget optimally used annually

PROJECT OWNER

ODPD

INDICATORS

Percentage of utilisation of Federal Development Budget

FINANCIAL AND HUMAN RESOURCES

STRATEGIC THRUST **9**

ENSURE FINANCIAL REGULATORY COMPLIANCE

STRATEGIC OBJECTIVE **2**

STRATEGIC OBJECTIVE **2**



ACTIVITIES



OUTCOMES



PROJECT OWNER



INDICATORS

ACTION PLAN **1**

Financial Management Compliance Index

ACTIVITIES

- Monitor financial compliance from time to time
- Conduct meetings for updating data and for monitoring purposes
- Schedule inspectorate/oversight visits to RFOs.

INDICATORS

Percentage of index compliancy (based on compliances checklist from SFS)

OUTCOMES

At least **80%** compliances annually

PROJECT OWNER

MSD

2 ACTION PLAN

Electronic Compliance Self Assessment (eCSA) Score

ACTIVITIES

Conduct internal inspection to comply with financial and accounting procedure

INDICATORS

Percentage of eCSA System score

OUTCOMES

At least **90%** compliances annually

PROJECT OWNER

MSD



ACTION PLAN 1a

Transform the organisation through structure and human capital

ACTIVITIES

Prepare and submit restructuring paper

INDICATORS

Percentage of approval by JPA

OUTCOMES

100% completed by year 2021

PROJECT OWNER

MSD

1b ACTION PLAN

Transform the organization through structure and human capital

ACTIVITIES

Implementation of the new organisation structure

INDICATORS

Percentage of implementation (function and post)

OUTCOMES

100% functional organisation structure

PROJECT OWNER

MSD

STRENGTHENING HUMAN CAPITAL

ACTION PLAN 2a

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Review of Human Resource Strategic Plan

OUTCOMES

Excellent human resource management and human resource development

INDICATORS

Reviewed HR Strategic Plan - Number of programs and activities developed and implemented for each thrust in the HR Strategic Plan

PROJECT OWNER

MSD

ACTION PLAN 2b

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Review of Succession Plan

OUTCOMES

The right people at the right place for important and critical posts

INDICATORS

Reviewed Succession Plan

PROJECT OWNER

MSD

FINANCIAL AND HUMAN RESOURCES

STRENGTHENING HUMAN CAPITAL

ACTION PLAN **2c**

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Enhance Training, Education and Development through competency based programs

INDICATORS

i. Percentage of training hours achieved

ii. Number of programs organised

OUTCOMES

i. At least **85%** of workforce achieved required training hours

ii. At least **30** programs organised per year

PROJECT OWNER

MSD

ACTION PLAN **2d**

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Enhance Employee Performance Management through planning, organising, monitoring and rewarding process

INDICATORS

Percentage of officers getting LNPT 85% and above

OUTCOMES

At least **70%** of the officers achieving LPNT >85%.

PROJECT OWNER

MSD

ACTION PLAN **2e**

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Managing culture change

OUTCOMES

11 activities and programs conducted within 5 years

PROJECT OWNER

MSD

INDICATORS

Number of activities and program conducted to synergise and motivate officers

ACTION PLAN **2f**

Enhance capability and capacity of human capital in various forest management activities through the best talent management framework

ACTIVITIES

Mentoring Program for newly appointed and promoted officers

INDICATORS

Number of mentor-mentee pairs

OUTCOMES

At least **5** pairs of mentor-mentee

PROJECT OWNER

MSD

STRENGTHENING HUMAN CAPITAL

ACTION PLAN **3a**

Inculcate and strengthen moral and shared values among the workforce

ACTIVITIES

Activities and programs to enhance integrity, professionalism and accountability internal and external

INDICATORS

Number of activities and programs

OUTCOMES

5 activities per year

PROJECT OWNER

IIA



ACTION PLAN **3b**

Inculcate and strengthen moral and shared values among the workforce

ACTIVITIES

Internal audit

INDICATORS

Number of internal audits

OUTCOMES

At least **2** per year

PROJECT OWNER

IIA

STRENGTHENING HUMAN CAPITAL

ACTION PLAN **4a**

Strengthen quality management in the organisation

ACTIVITIES

To be certified in ISO Quality Management System (QMS) ISO 9001-2015 in compliance & revenue

INDICATORS

- i. Number of Management Review Meeting (MRM)
- ii. Number of training/awareness program
- iii. Documentation progress
- iv. Number of Internal Quality Audit (IQA) initiated
- v. Certification Audit

OUTCOMES

- i. At least **2** MRM per year
- ii. At least **2** training/awareness program per year
- iii. **100%** documented before 2025
- iv. At least **2** IQA before 2025
- v. At least **1** Certification Audit before end of 2025

PROJECT OWNER

ODPD

ACTION PLAN **4b**

Strengthen quality management in the organisation

ACTIVITIES

Implementation of EKSA

INDICATORS

Number of offices certified

OUTCOMES

At least **1** office certified per year

PROJECT OWNER

ODPD

FINANCIAL AND HUMAN RESOURCES

STRENGTHENING HUMAN CAPITAL

ACTION PLAN 4c

Strengthen quality management in the organisation

ACTIVITIES

Implementation of SCS-ICC (Innovation & Creative Circle) initiatives

INDICATORS

Number of quality initiatives implemented in the organisation

OUTCOMES

At least **1** quality product/ initiatives implemented

PROJECT OWNER

ODPD



ACTION PLAN 4d

Strengthen quality management in the organisation

ACTIVITIES

Developing High Performance Team (HPT)

INDICATORS

Number of HPTs established

OUTCOMES

At least **2** HPTs achieve success and recognised/ awarded within 5 years

PROJECT OWNER

ODPD

FINANCIAL AND HUMAN RESOURCES

STRATEGIC
THRUST **9**

STRENGTHENING ORGANISATION DEVELOPMENT

STRATEGIC
OBJECTIVE **4**

STRATEGIC OBJECTIVE **4**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1a**

Organisation Development Programme

ACTIVITIES

Monitoring
implementation of
Organisation
Development Program

OUTCOMES

At least **90%**
activities implemented
yearly

INDICATORS

Percentage
implementation of
activities

PROJECT OWNER

ODPD

1b ACTION PLAN

Organisation Development
Programme

ACTIVITIES

Review the
achievement of
Strategic Thrust
activity

INDICATORS

Percentage of
activities planned

OUTCOMES

At least **80%**
activities successfully
implemented yearly

PROJECT OWNER

ODPD

FINANCIAL AND HUMAN RESOURCES

STRENGTHENING ORGANISATION DEVELOPMENT

ACTION PLAN 1c Organisation Development Programme

ACTIVITIES

Knowledge sharing on
Organisation
Development
Programme

INDICATORS

Number of knowledge
sharing on
Organisation
Development

OUTCOMES

At least 4 knowledge
sharing on Organisation
Development Programme
rendered per year

PROJECT OWNER

ODPD

FINANCIAL AND HUMAN RESOURCES

STRATEGIC THRUST 9

STRATEGIC OBJECTIVE 5

NEW SUGGESTION/DIRECTION BY STATE GOVERNMENT

STRATEGIC OBJECTIVE 5



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN 1

To identify/assist the formulation of any new strategic direction or way forward as directed by Director of Forests on forestry matters by government authorities from time to time by any divisions in FDS

ACTIVITIES

To identify new ideas/strategic directions proposed by government authorities, if any

INDICATORS

Number of new strategic directions/policies/activities proposed

OUTCOMES

At least 1 Strategic Direction after 5 years

PROJECT OWNER

ODPD

THRUST 10

COMMUNICATION, EDUCATION, AND PUBLIC AWARENESS

In order to ensure that forests are well-managed, it is important to engage the public. Therefore, FDS focuses on channeling information and raising public awareness. Objectives are designed to strengthen communication, education and public awareness. The action plans are to strengthen communication programs including dialogues, consultations and other engagements with public and other stakeholders, conduct capacity building programs and strengthen conflict resolution in forest management.

COMMUNICATION, EDUCATION AND PUBLIC AWARENESS

STRENGTHENING COMMUNICATION, EDUCATION AND PUBLIC AWARENESS PROGRAMME

STRATEGIC THRUST **10**

STRATEGIC OBJECTIVE **1**

STRATEGIC OBJECTIVE **1**



OUTCOMES



ACTIVITIES



PROJECT OWNER



INDICATORS

ACTION PLAN **1a**

Strengthen communication programs including dialogue, consultation, etc with public and other stakeholders

ACTIVITIES

Prepare and develop promotion/awareness materials (video, leaflets, coffetable books, etc)

INDICATORS

Number of promotional materials developed

OUTCOMES

At least **3** promotional materials developed per year

PROJECT OWNER

MSD

1b ACTION PLAN

Strengthen communication programs including dialogue, consultation, etc with public and other stakeholders

ACTIVITIES

Publish articles/videos on forestry in printed & electronic media based on specific forest issues

INDICATORS

Number of articles/videos published in printed or electronic media

OUTCOMES

At least **5** articles/videos published in printed/electronic media per year

PROJECT OWNER

MSD

COMMUNICATION, EDUCATION AND PUBLIC AWARENESS

STRENGTHENING COMMUNICATION, EDUCATION AND PUBLIC AWARENESS PROGRAMME

ACTION PLAN **1c**

Strengthen communication programs including dialogue, consultation, etc with public and other stakeholders

ACTIVITIES

Address public grievances through digital technology, eg. Talikhidmat, Peti Cadangan, Website,

INDICATORS

Number of grievances responded

OUTCOMES

100% of grievances received and responded annually

PROJECT OWNER

MSD

ACTION PLAN **1d**

Strengthen communication programs including dialogue, consultation, etc with public and other stakeholders

ACTIVITIES

Strengthen Majlis Aspirasi Bersama Pengarah, which includes FDS New Direction, Motivation

INDICATORS

Number of Majlis Aspirasi Bersama Pengarah per year

OUTCOMES

At least **3** Majlis Aspirasi Bersama Pengarah conducted per year to enhance relationship among forest officers, to share latest information between HQ and RFOs, and to reduce administrative and other matters involving forest officers

PROJECT OWNER

MSD

COMMUNICATION, EDUCATION AND PUBLIC AWARENESS

STRENGTHENING COMMUNICATION, EDUCATION AND PUBLIC AWARENESS PROGRAMME

STRATEGIC THRUST **10**

STRATEGIC OBJECTIVE **1**

ACTION PLAN **2a** Capacity Building Programme

ACTIVITIES

Develop and update Forest Education Toolkit (FET) through workshops with relevant stakeholders

INDICATORS

Number of FETs

OUTCOMES

1 comprehensive toolkit for forest education for schools and higher learning education developed within 5 years

PROJECT OWNER

SFD

ACTION PLAN **2b** Capacity Building Programme

ACTIVITIES

Train of Trainers (ToT) programmes (RFO, school teachers, NGOs)

INDICATORS

Number of trainings conducted

OUTCOMES

At least **2** Train of Trainers (ToT) trainings conducted per year to empower the public & encourage sense of ownership in forest management and conservation

PROJECT OWNER

MSD

COMMUNICATION, EDUCATION AND PUBLIC AWARENESS

STRENGTHENING COMMUNICATION, EDUCATION AND PUBLIC AWARENESS PROGRAMME

ACTION PLAN **2c** Capacity Building Programme

ACTIVITIES

Establish Junior Forest Rangers program in schools, activities in schools, photography, etc (Primary School level)

INDICATORS

Number of Junior Forest Rangers conducted in schools

OUTCOMES

At least **20** Junior Forest Rangers established in schools per year to instill the importance and values of forest to Sarawak's younger generation and to promote forestry-related profession among youngsters

PROJECT OWNER

SFD

ACTION PLAN **3a** Strengthen conflict resolution in forest management

ACTIVITIES

Conduct roadshows on good forest management practices in Sarawak

INDICATORS

Number of roadshows conducted in conjunction with other events.

OUTCOMES

At least **4** roadshows conducted in conjunction with other events to enhance public awareness on forestry matters and increase understanding on forestry policies in Sarawak

PROJECT OWNER

CMU

ACTION PLAN **3b**

Strengthen conflict resolution in forest management

ACTIVITIES

Assist or initiate dialogue/ discussion/ consultation sessions by any divisions or RFOs in FDS with other government agencies to create platform for conflict resolution with NGOs and other stakeholders for current issues such as blockade, constitution, land development, etc

OUTCOMES

At least **2** consultations with other stakeholders per year.

PROJECT OWNER

CMU

INDICATORS

Number of consultations with other stakeholders

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
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

ABBREVIATIONS

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	<i>Jabatan Perkhidmatan Awam</i>
LID	Licensing Division
LNPT	<i>Laporan Nilai Prestasi Tahunan</i>
LPF	Licensed Planted Forest
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
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

ABBREVIATIONS

PMD	Planning & Management Division
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
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

FOREST DEPARTMENT SARAWAK
STRATEGIC PLAN
2021-2025
(FDS SP 2021 – 2025)

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