



# Strategic Planning Workshop Outputs

October 2022

FRAMEWORK CONSULTING INC.

Short of accounting staff

44% of the 10 million revenue target in 2022

- shortfall

90% - not spending everything as we should

Revenue objective met

Run the risk of seeing budget costs

AIA is running behind

Model B agency is required to earn 40% of its budget as a revenue

Stayed at 1% of budget

Activities that bring in extra-revenue contributions

Counterpart financing is missing

The National Development contribution is being lost

Value Added proposition

Further value added not being captured by those who resell information

Permits and Licenses

Don't have accurate costs for seedling operations / planting

### ***Customer / Competitor / Substitutes Snapshot***

Marketing is not intimately involved in product development

Product development division

LFMC – Local Forest Mgt C'ommittees knew about Forestry's product service – 100%

Customer Survey

Awareness vs. Link to Forestry

Nat'l Trees Planting Day 92%/74%

Seedling Sale 74% / 75%

Timber et al 64% / 69%

Hiring Customer Service Officer

CRM needed

Stakeholder relationships e.g. LFMC

Customers want raw data

Systems missing for sawmills licences and other legal processes

### ***Process / Operations Snapshot***

Procurement problems due to global supply chains

Retendering 30-40%

Fleet system

SOP's to be put in place

5 Forest Management Plans Active

9 Private Forest Management Plans

95% customer satisfaction

Excess customer demand

Servers being consolidated – 60% savings

Thin client cut costs – by 30%

Sawmill licensing process improved but not widely accepted

Forest Operations were only timber-related in the past. Now  
environmental, agro-forestry, reforestation

## *People/Employees Snapshot*

Short of HR staff

Short of staff overall

Dissatisfaction rate of 30%

Engagement activities underway

e.g. PPE equipment

One resignation per month (20 separations in 2022 so far)

Aging population about to retire

Skilled employees are leaving with the training for advancement (promotion and remuneration)

Majority leaving are young people

No ongoing training and development for staff in IT

Forest Operations staff missing

# Final Scenario 2050

Move from 26% of Jamaica’s forests under management to 30%

Keep coverage the same or better, improve quality of Jamaica under forests, X% of which is under conservation / sustainable forest usage

20% of Jamaica’s landscape is under sustainable timber

70% of Jamaicans are forest aware

10% of Jamaica’s GDP is driven by the forest industry

At least 40% of operating costs are covered by revenue/sustainable financing

80% awareness, knowledge, positive practices

Mangrove forests improved

## Revenue Sources

- Eco-Tourism – 30%
- Timber (SFM) – 20%
- Other (Nursery, Permits, NTFP, REDD+/VCM ) > 25%
- Technical Services - 10%

## Initiatives

Capacity building (staff, community, sector), brand awareness, virtual reality, technology innovation, R&D, marketing, education, social forestry/community involvement project, knowledge building, staff engagement, staff enhancement, partnerships (e.g. Met Office)

Shared Attributes

Sustainable financing  
Progressive financing  
Meeting the mandate

## Pre-Mortem Exercise

**If you were standing in the future observing that this plan failed, what would be the reasons you could see?**

Transference to the operational team  
Not inclusive i.e. community-involved  
Teach and change the mindset Jamaican citizens  
Political shift to leaders who don't care about the environment  
Non-managerial staff not trained  
Engage staff – technical training, motivate  
Community education to not use the forests for a harmful livelihood  
Strategies are not carried forward to future managers at Forestry i.e. knowledge transfer  
Hurricanes and other natural disasters, pandemic, climate change  
Weak commitment to keeping the plan alive for new Forestry management  
Changing international priorities

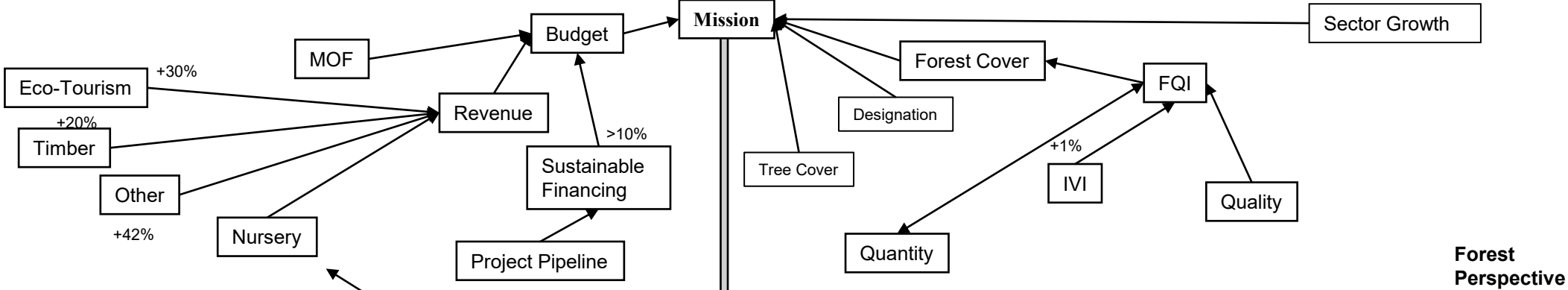
DESCRIPTION	UNIT	2023	2024	2025	2026	2027	2035	2040	2050	
AIA SUPPORT	\$	10	25	31	52	83	354	605	1,699	
OPERATING COST	\$	1,090	996	1,022	1,049	1,112	1,772	2,372	4,247	
AIA SHARE	%	1%	2.5%	3.0%	5.0%	7.5%	20.0%	25.5%	40%	
INFLATION BASE	%	6%	6%	6%	6%	6%	6%	6%	6%	
AIA DISTRIBUTION										
ECO TOURISM	%	30%	30%	30%	30%	30%	30%	30%	30%	
TIMBER	%	20%	20%	20%	20%	20%	20%	20%	20%	
OTHER	%	50%	50%	50%	50%	50%	50%	50%	50%	
ECO TOURISM	\$	-	7	9	16	25	106	181	510	
TIMBER	\$	-	5	6	10	17	71	121	340	
OTHER	\$	10	12	15	26	42	177	302	849	
AIA SHARE	%	1.0%	2.5%	3.0%	5.0%	7.5%	20.0%	25.5%	40.0%	
JAMAICA UNDER FOREST	%	40.0%	42.5%				43.5%		45.0%	
QUALITY FOREST	%	TBD	TBD	TBD	TBD	TBD	60%	70%	75%	percenta
FOREST DESIGNATION	%	26.0%	26.5%	27.0%	27.5%	28.0%	32.0%	37.0%	40.0%	
KAAP (Knowledge, Attitudes, Awareness, Positive Practice)	%	0%	TBD				65%	70%	80%	percenta
GROWTH OF FOREST SECTOR	%	0%	TBD	0%	20%	75%	150%	300%	400%	
PROGRAM BUDGET MATCH BY SUSTAINABLE FINANCING	%		10%	10%	10%	10%	15%	20%	30%	
STAFF	#	244	260	279	279	279	279	279	279	The resp



INITIATIVES										
Capacity building, Knowledge building (Staff, community sector)										
Brand Awareness										
Develop and implement project pipeline/financiing strategy										
Technology innovation (Virtual reality)										
Research & Design/ Business Development										
Marketing and Public education										
Forest Declaration programme										
Social forestry/Community involvement (Community sector)										
Forest Health & vitality index programme										
Forest Conference, Certification,										

2022-2027  
Strategy  
Map

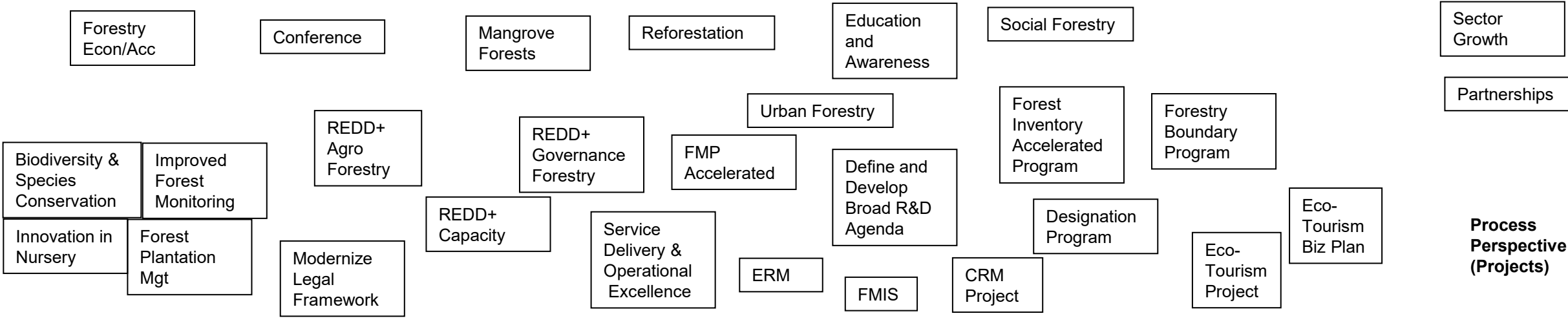
Financial  
Perspective



Citizen /  
Customer  
Perspective

**Experience:** Awareness, Satisfaction, Educated, Appreciation,  
Trust, Respect, Involvement, Ownership

Process  
Perspective  
(Projects)



**Skills / Training**

Project Management  
NRV  
Agro-Forestry  
SILViculture  
Advanced Statistics  
Results-Based Mgt  
National Behavior Change

Tourism Marketing  
Evaluation Skills  
Dendrology  
Natural Resource Valuation  
Management Skills  
Urban Forestry  
Drone Training  
Forest Ecology

Research Methodologies  
& Design  
Plant Phiology

**Individual Tools**

Office Productivity  
Software  
Scientific Software  
Statistical Software  
Project Mgt/Database

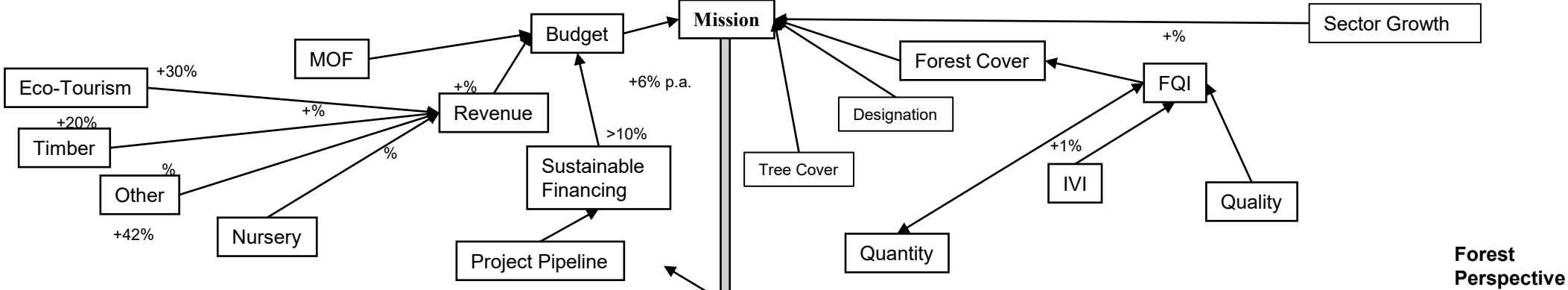
**Org Dev**

Culture Change  
Change Mgt  
Behavior Change (Us vs me)

**People  
Perspective**

2022-2027  
Strategy  
Map

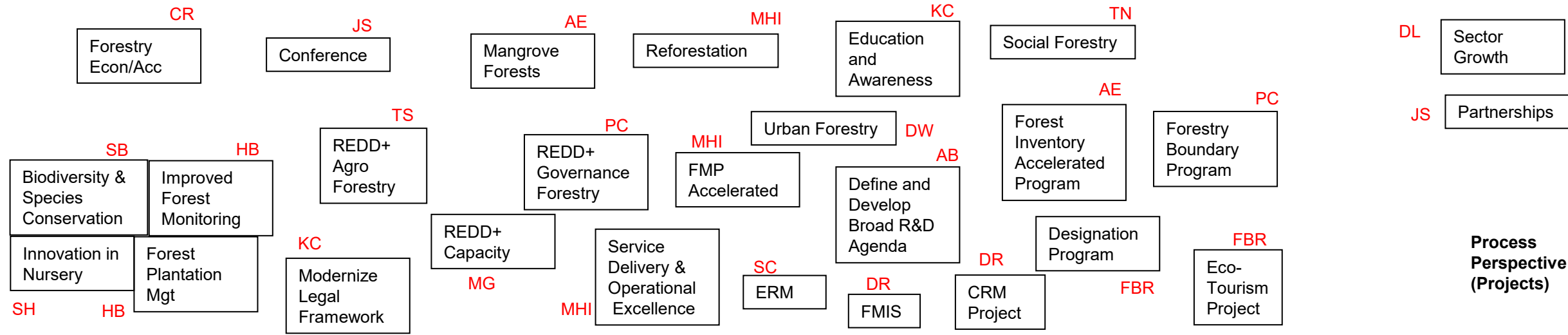
Financial  
Perspective



Forest  
Perspective

**Experience:** Awareness, Satisfaction, Educated, Appreciation, Trust, Respect, Involvement, Ownership

Citizen /  
Customer  
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Process  
Perspective  
(Projects)

**Skills / Training** SC

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NRV  
Agro-Forestry  
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Drone Training

**Individual Tools** DR

Office Productivity  
Software  
Scientific Software  
Statistical Software  
Project Mgt/Database

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**People  
Perspective**