

**A. Operations perspective from 2022 to 2025 – A gap analysis**

1. Non involvement of critical divisions
  - a. Marketing not involved in product development to the required level.  
They are to be involved from conception ...not at the back end. Eg nursery ...typically we test product first then involves marketing which creates gap. The risk is that there is no demand for the product.
  - b. There isn't currently a set system in place for the development of a product
  - c. Revenue generation committee exists to look that the things to be done differently to ensure that we generation sustainable revenue ...but there appears to be an execution issue
    - i. Product development was not the focus of the committee....the focus was on driving revenue
    - ii. Committee doesn't understand its role. Re-sensitization required

**Solutions**

- Revise TOR for revenue generation committee
    - To include process flow to move ideas to products
  - Develop required SOPS
2. CRM
    - a. Functional
  3. Permits and Licence
    - a. Currently no process in place
    - b. There needs to be an automated
  4. Do we know what customers want?
    - a. No

**B. Stakeholder perspective**

1. Which stakeholder relationship
  - a. Improved – LFMCs.
  - b. Deteriorated - maroon
2. Power map – who has a high influence but we're not leveraging
  - a. Private sector organizations, foundations, investor forums
  - b. We need a properly packaged adopt a trail offering for selling to investors
3. Advocacy gap – where do we need parent ministry to fight harder for us
  - a.
4. Community voice – are LFMCs more or less engaged than in 2022
  - a. More. We now have one co management agreements. One about to be signed

- b. Annual meetings being held

#### C. FINANCIAL PERSPECTIVE

1. TIMBER sale issues
  - a. Rate of approval for FMP is slow
  - b. Infrastructure to get to the timber plantation is bad
  - c. Moratorium was too long
2. Move from 10 – 45
  - a. Timber, eco tourism, other services. We are getting more from eco tourism. Largest earning is forest trek. We're doing gourie curated tours. At bogue we have. Tree assessment services. There is a sop for tree assessment which has price factor
3. Do we now have accurate Seedling production cost
  - a. Yes
4. Is accounts now full staffed
  - a. Yes
5. GEF-constrained

#### D. People

1. What got better
  - a. Challenge was predominantly with salary so that has improved somewhat
  - b. Staff satisfaction improved
  - c. IT training is on going
2. What stayed the same
  - a. Succession planning on pause pending completion of restructuring exercise
3. What got worse
  - a. Staff morale
  - b. Collaboration
4. Where's the biggest delta between 2022 problems and 2025 problems
  - a. Generation gap - Knowledge management. No knowledge transfer operating
  - b. entitlement

## Notes for People

- 1- Staff dissatisfaction
- 2- 86% is target for staff maintenance
- 3- Poor succession planning
- 4- Little to no emphasis on succession planning
- 5- No surprise
- 6- No surprise
- 7- The impact of gen z – microwave approval in and out
- 8- No IT Training consistently over the period. It hasn't become the norm
- 9- Majority of older staff are requiring. Constant struggle to build back capacity .
- 10- Succession planning is an issue that people are focused on
- 11- Staff retention rate has improved
- 12- Lack of succession planning has created a knowledge gap
- 13- People/staffing satisfaction increased and reduction in attrition
- 14- 20 separations for 2022. 1separation per month
- 15- Central government seen as a better. agency struggle to be seen as technically viable space for government
- 16- Staff satisfaction increase by 22%. 30% to 52%.
- 17- PWC recommendations not implemented

## Summary paragprah courtesy of CHAT GPT

Staff dissatisfaction remains a persistent concern, despite recent improvements in retention, with the staff satisfaction rate increasing by 22%—from 30% to 52%—and attrition reducing to an average of one separation per month in 2022. While the current staff maintenance target is set at 86%, the organization continues to grapple with poor or virtually nonexistent succession planning, which has resulted in a widening knowledge gap and a constant struggle to rebuild capacity as older employees retire. The impact of Gen Z, characterized by a desire for rapid acknowledgment and quick transitions, further contributes to workforce volatility—an unsurprising development given the lack of structured development pathways. Compounding the issue is the inconsistency in IT training, which has yet to become a cultural norm. Although there is growing awareness that succession planning is a central issue, past recommendations, including those from PwC, have not been implemented. As a result, the agency continues to struggle to position itself as a technically viable alternative to central government employment.

