

Stakeholders

Improvements:

Stakeholder mapping increase 2025 vs 2022 and well as assessing the impact and influence of the stakeholders

Stakeholder diversity has also increased and the level/role of the stakeholders that are being interacted with and assessed.

Weaknesses:

The assessment of 2022 is more quantitative vs 2025 is more qualitative, making true comparison difficult

CRM implementation has stagnated

Relationship health scan : improved LFMC/stagnated customer service and private land owners

Power Map: Tourism needs to be leveraged more

Advocacy Gap: More effort and support is needed for the Urban Forestry program

Community Voice: LFMCs are more engaged in 2025

Financial

Improvements:

Cash flow compliance assesses in 2025 not in 2022

Cash flow is running in alignment with procurement

Budget execution has improved by 1%

Increased emphasis on revenue generation

Assessment of procurement completion in 2025 not in 2022

Quarter target met with timber revenue

Value added revenue captures

Greater recognition of the importance of the Agency via increase in Agency budget (200 B)

Gaps

Internal capacity building needed to increase revenue generation

Timber harvesting revenue is needed to reinitiate

People

1. Improvement:

Increased recruitment and staff satisfaction

2. Stagnation

Separation of staff primarily the younger staff

Compensation and benefits still not competitive

Succession planning still not being doing sufficiently

3. Regression

Nothing regressed

4. The Gap

Compensation still not competitive

Failure to implement PWC recommendations

Operations

1. Improvement:

Marketing leading product development in comparison to 2025

2. Stagnation

CRM and Sawmill legal systems

2b. Regression

GEF6 – completely stalled – this now reduces credibility of the Forestry Department

3. Systems Evolutions

Sawmill licences and CRM systems are not in place, still in progress

4. Interdependencies Map

CRM – All divisions

Sawmill licenses – FO/L&E/CCMD/FSTS

GEF 6 – All divisions

Operations – final summary

Permits and licences cannot be included in the CRM

Are we maximizing the utilization of investment to assessts/technology

Product development does not have a clear pathway for execution

There is still a grand disconnect between FD and its various stakeholders

Marketing not involved in product development

Operational program are not stakeholder centric

That procurement development opportunity for marketing isn't being used

The sales community needs did not have a product development process

Not surprised

Statutory compliance has to be at 100%

Clarity with stakeholders not done. LFMCS, private planted, licenses still don't understand stand their role and our role

Only 6 new planters registered for 2025

Poor stakeholder engagement to meet operational output = doing a lot in short space of time (alone)

Marketing is involved at the back end of product development

Agency lacks process for product research development of and execution

Legal process for sawmill licences still missing in 2025

Otherside of EU project partnership between MDA is a headache

FD credibility short as project are not delivering accordingly

GEF 6 completely stalled

72 of 274 plots finalised