

CHALLENGES AND ENVISAGED SOLUTIONS

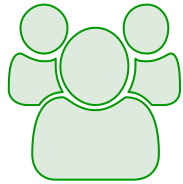
for Romanian forestry policy



Forestry Dialog Group

ing. Sorin Sfîrlogea

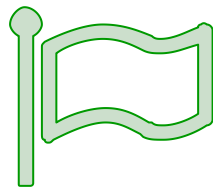
About GDF



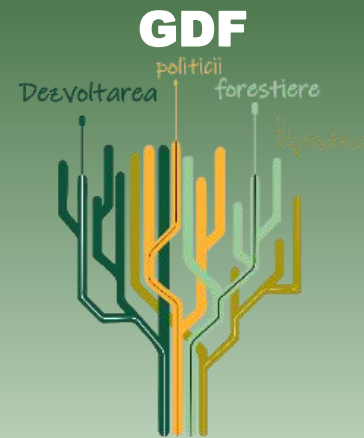
Professional association of voluntary experts working in administration, economy and universities



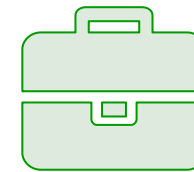
Forestry, forest administration, forest logging, wood industry and management



Initiate, develop and support an active communication within the Romanian forestry sector, aiming to generate **viable strategic alternatives** that are guiding the Romanian forest policy



Forestry Dialog Group



Strategic management, policy design, forest administration, consultancy, entrepreneurship

Challenge 1: Need for strategic management



UE regulations implementation

Low capabilities to transfer UE regulations into efficient management practices

Subtle discrepancies between national and European regulations that hinder the practical implementation of the latter



Ecosystem services levels

Growing demand for forests protection, society being unaware of the opportunity costs

Optimal level set by compulsory technical norms, but no definition of the basic level

Limited ability to set financial schemes for additional services

Command and control paradigm hinders the additional voluntary commitments required to access EU financial subsidies



Market dynamics and forecasts

Administration of state-owned forests completely dependent on wood market price levels

Unbalanced supply and demand for firewood on the legal market

Fixing the previous attempts of defining a forest strategy did not and would not help.

Challenge 2: Lack of decision support systems



Data sources

State forest administrator has a low quality information system

Big private forest owners have heterogenous information systems

Almost no information about small private properties (under 10 ha)

No initiatives to consolidate and correlate information



Analysis capabilities

NFI and SUMAL are underexploited and especially for SUMAL there are no transparent data allowing independent/research analysis

Insufficient tools to analyze statuses and trends (eg. maps, dashboards etc)

Lack of correlation with external data sources (eg. NSI)

Authorities are acting based on relative perceptions about the forestry sector, not on facts.

Challenge 3: Poor performance management



Goals and objectives

Regulations (and institutions) are often a response to a crisis or a political power shift

Main domain actors are usually challenging the reasoning behind regulations

There is little awareness / transparency of the concrete objectives that are envisaged



Key Performance Indicators

None of the regulation is specifying a set of KPIs that will measure the benefits

There is no cost-benefit analysis of the implementation of the regulations

There are no specifications of the target values to be achieved

Almost none of the institutions have a relevant performance management system



Corrective actions

Regulations do not include a framework to react on deviations and unforeseen consequences in a fluid manner

Correction are possible only through another change of the regulations, amplifying the feeling of instability and leading to an inflation of legal acts

It is difficult to set, follow and assess the real performance of the forestry policy.

Challenge 4: Control-oriented mindset



Beaurocracy

Standard forms with special treatment

Signed documents

Approvals

Double-checks and verifications



Fighting with effects

Internal inspections (forest administrators)

Forest Guard, police, constabulary

Forest Inspector / Radar
(applications to be used by citizens)

National Anticorruption Directorate for Forests
(new legislation, in progress)

Problems are perpetuating because there is a focus on controlling the effects, not the causes.

Challenge 5: Focus on procedures and outputs



Process-oriented and output intensive regulations

Many regulations are focusing on describing how things must be done (procedure)

Therefore, to prove the procedure was followed, outputs are created for almost every step



Culture of routine, corruption and accountability avoidance

People are focusing more and more on the status-quo and the outputs, not on innovation and outcomes

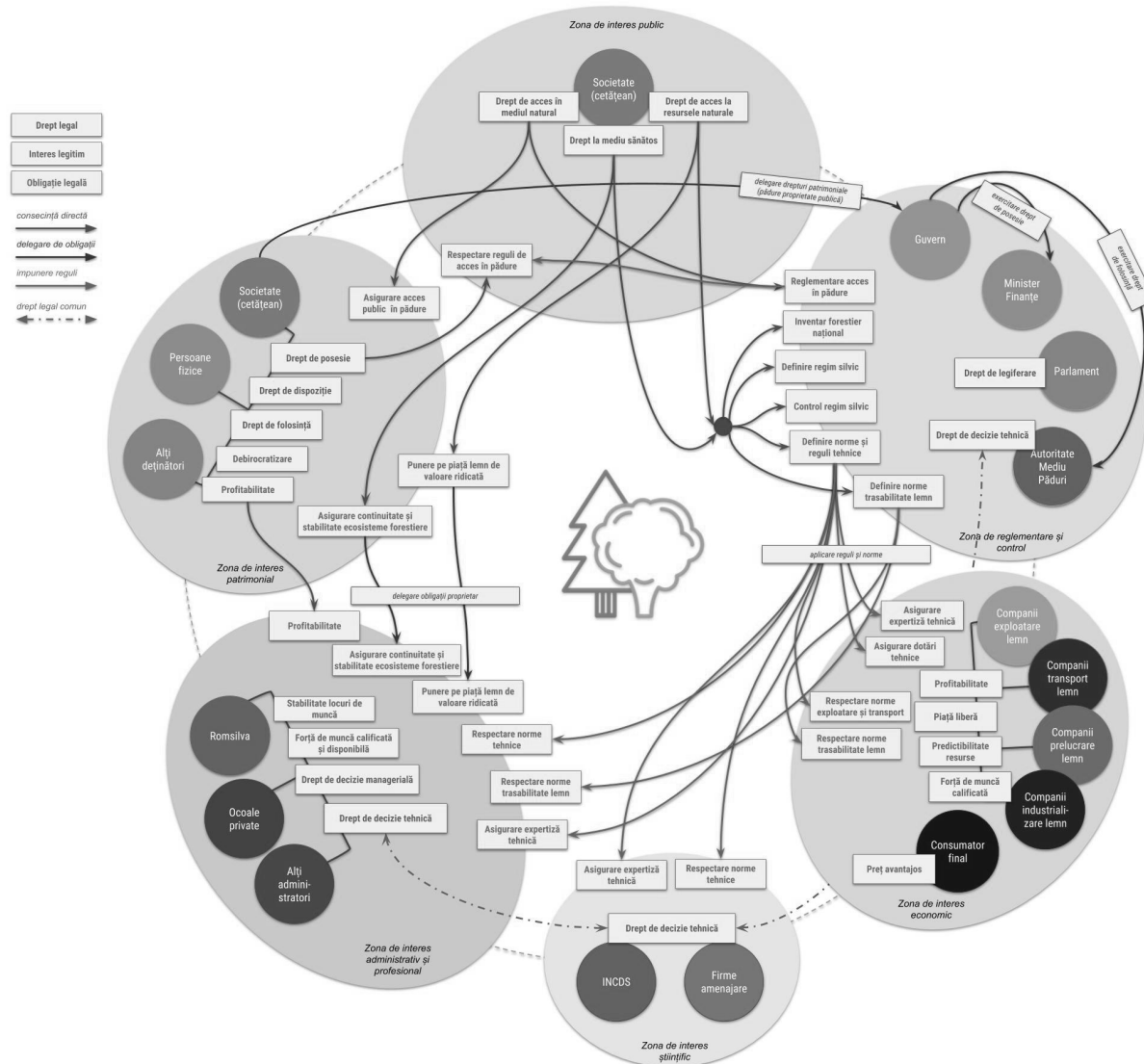
Faking a procedure is easy (the output trail can be forged), while control becomes laborious and ineffective

Since procedures cannot be devised for all situations, adapting to real conditions is rather impossible

Legal provisions are used as a shield to justify defects and lack of initiative

When only compliance is highly valued, culture evolves toward low performance.

Envisaged solutions



Overcoming these challenges relies on defining and implementing:

1. A new and coherent **strategy**
2. A reliable **information system**
3. An **outcome-oriented mindset**
4. A culture of **effectiveness and accountability**
5. A continuous **feedback and corrective actions**

A new and coherent strategy



CLARITY OF SUSTAINABLE MANAGEMENT INDICATORS

- Mandatory criteria for basic ecosystem services. Clear indicators for effective monitoring.
- Preservation of high conservation value forests: where and how
- Sustainable harvesting levels of timber and non-timber products based on accurate data.
- New guidelines regarding biodiversity conservation, special ecosystem services, carbon sequestration, etc.
- Differentiation of management goals based on form of ownership and the scale and intensity of forest operations.

SETTING THE COURSE TOWARD A CLIMATE NEUTRAL ECONOMY

- Active and integrated forest management measures to adapt to climate change.
- Supporting households to transition toward efficient energy equipments.
- Encouraging multicyclical use of wood.
- Encouraging use of wood for products with a longer lifecycle (constructions).

FULL ALIGNMENT TO THE EUROPEAN REGULATIONS

- Implementing the required changes in the regulations and the diversification of policy instruments.
- Improving significantly the project management capabilities of the central authority.
- Agreeing with European Commission on a realistic implementation calendar, considering the already existing delays and the actual implementation status.

Reliable information system



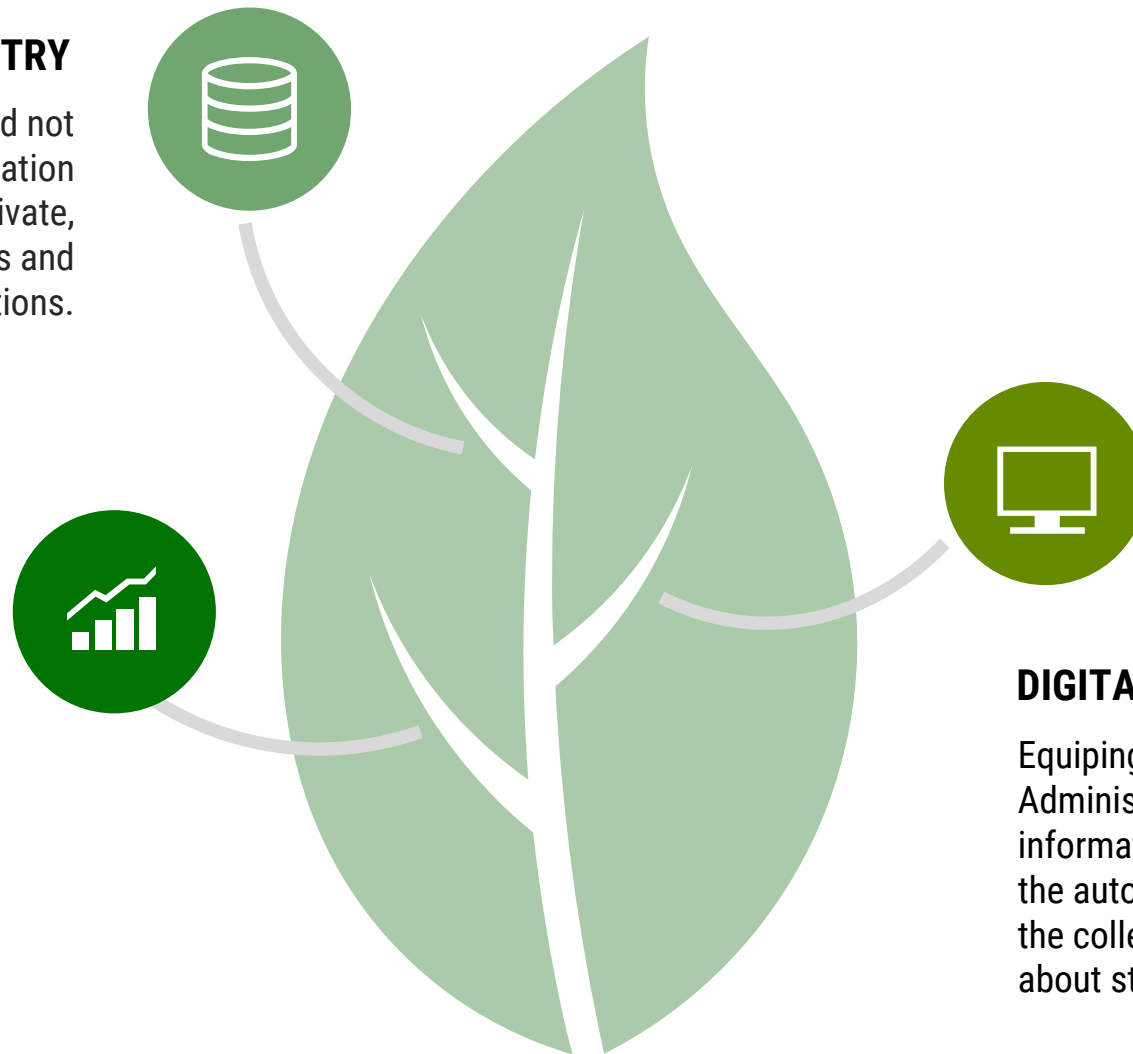
NATIONAL FOREST REGISTRY

Creating a real administrative support tool (and not another bureaucratic burden) to support consolidation of data across all types of property, public or private, to ensure a consistent view of the current status and the impact of forest policy and regulations.

DATA ANALYSIS CAPABILITIES

Creating an analysis squad to exploit the valuable data inside the National Forest Inventory and the wood traceability system (SUMAL).

Usage of BI tools to correlate these data with other sources and create decision support tools for the central authority.



DIGITALIZATION OF NFA

Equipping the National Forests Administration with a modern information system that will support the automation of many processes and the collection of valuable information about state-owned forests.

An outcome-oriented mindset



EFFECTIVE REGULATIONS

Regulation of **outcome obligations** for monitoring biodiversity, productivity and vitality of stands and for monitoring the economic, ecological and social impact of forest management activities.

RIGUROUS PLANNING

Establishing outcome obligations and management objectives through forest management scaled planning.

RESPONSIBLE IMPLEMENTATION

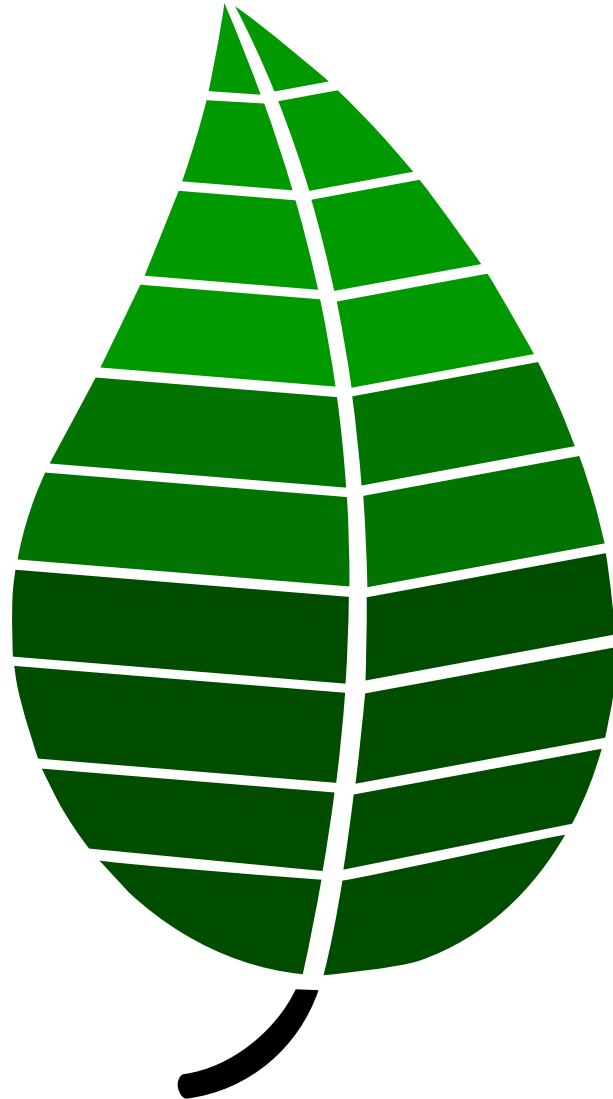
Rendering forest owners and administrators accountable to find the right methods and tools to achieve the desired results.

ADAPTIVE SCALING

Differentiation of outcome obligations in relation to the scale and intensity of the forest management operations. Identification by measurable indicators.

CLEAR DOCUMENTATION

Registration of outcome obligations assumed in a National Forest Registry.



SIMPLIFICATION OF THE ADMINISTRATIVE FRAMEWORK

- Simplified and efficient administrative procedures to support the execution of afforestation works, the management of stands and the promotion of natural regeneration.
- Specific strategy to support the accessibility of forests through investments in the construction of forest roads and the possibility of concession of existing roads
- Administrative tasks imposed by the state through an assessment of the costs and efficiency of their implementation.

ENSURING THE TRACEABILITY OF WOOD MARKETING

- Assessment and declaration of the volume entering the market at the declared point of entry into the market, according EUTR provisions.
- Use of the standing timber assessment document (APV) as a supporting document, the determination of the volume entering the market by measuring the wood at the point of entry.
- Reviewing the entire chain of documents related to wood traceability aiming to simplify it and focusing on control at the point of entry (instead of controlling stumps in the forests or monitoring trucks on roads).
- Elimination of illegal logging by balancing the demand and supply (eg. firewood).

Feedback and corrective actions

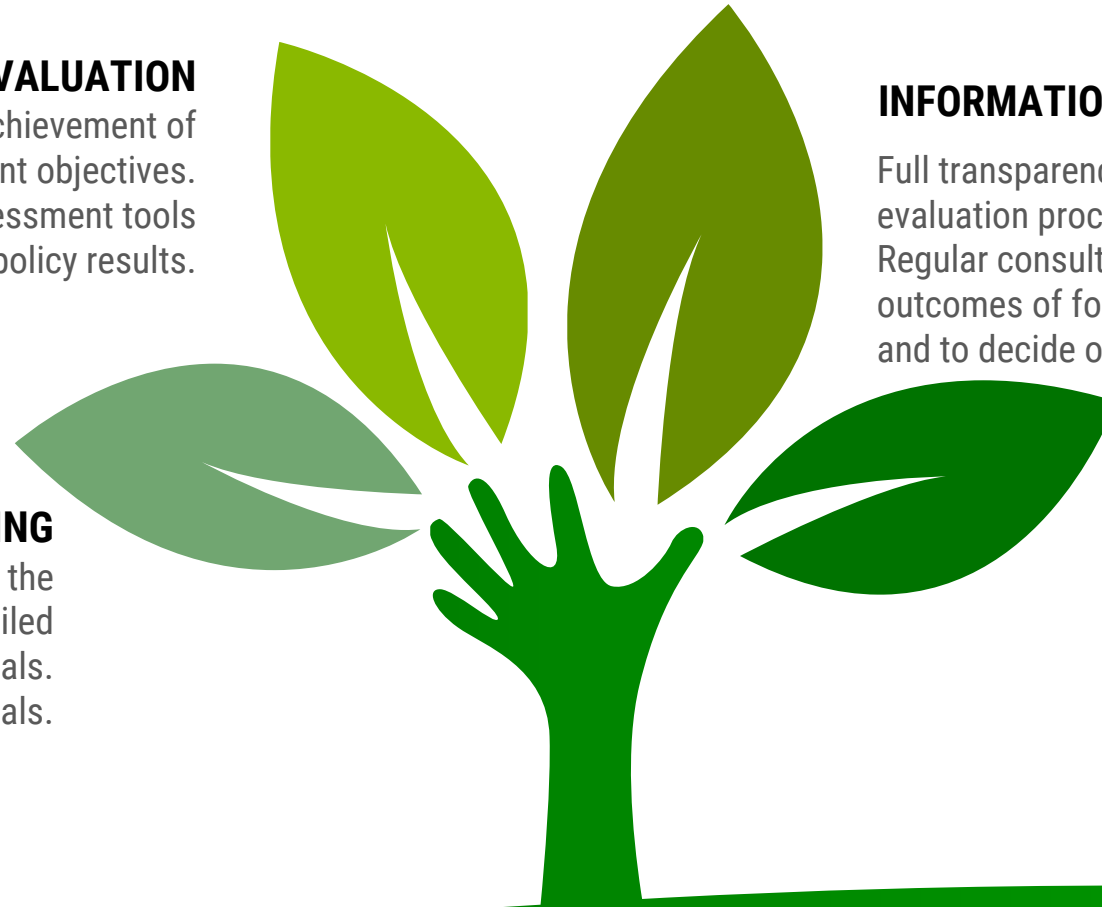


CONTINUOUS EVALUATION

Indicators for monitoring the achievement of sustainable forest management objectives.
Modern and functional assessment tools of forest policy results.

INTEGRATED PLANNING

Criteria and indicators aligned with the FOREST EUROPE process and detailed according to national goals.
Clear and relevant national goals.



INFORMATION TRANSPARENCY

Full transparency of all outcomes of the forest policy evaluation process.
Regular consultation with stakeholders to present the outcomes of forest policy formulation and implementation and to decide on correction measures.

PROMPT REACTION

Quick corrections of strategic directions and public policy instruments based on the conclusions of monitoring indicator evaluations.



- It is not just our opinion
 - GDF has discussed and checked these strategic directions with a large community inside the forestry sector
- This is just a starting point
 - We don't believe that these are the perfect approach, but a very consistent starting point to debate and jointly decide about the future of Romanian forests
- The tide is turning
 - There is an ongoing consultation process launched by the Ministry of Environment, Waters and Forests that is addressing exactly these issues
- We have high hopes
 - GDF is looking forward to see the results of this consultation process and it is confident that it will provide valuable input to the definition of a new and better forest policy in Romania

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