The foundation of HESSEN-FORST was the outcome of a long and extensive planning and discussion process with politicians, personnel and stakeholders in order to reform the state administration in the following sectors: agriculture, forestry, nature conservation, landscaping and regional development.

The reforms were targeting at stronger customer orientation and improved efficiency of public administration. Hence, the State Forest Enterprise unites parts of the former State forest administration, the 3 regional councils (comparable to provinces) as well as the institute of forest inventory, planning and ecology and the forest management units. HESSEN-FORST was enacted by law through the Hessian Parliament and came into existence on 1.1.2001.

LEGAL FRAMEWORK AND TASKS

The tasks of the SFE are described in § 4(3) of the Forest Act of Hesse dated 22.12.2000.

HESSEN-FORST has adopted them into the statutes of the enterprise §2 (1):

(the core tasks of the SFE are as follows: sustainable management of the state forest of Hesse as well as the management of corporate and private forests on behalf of their owners. Management is done in accordance to the Agenda 21, the forest principles of UNCED in Rio 1992, the Ministerial Conference on Protection of Forests in Europe (Helsinki 1993, resolution H1), the Agenda 2000 of the European Commission, the National Forest Programme for Germany and the Forest Act of Hesse. Adherence to these principles is guaranteed by the highly qualified personnel of HESSEN-FORST).

- Sustainable management of the state forest (340.000 ha) according to economic principles under special consideration of public benefit and interests.
- Advice, support and management of corporate (325.000 ha) and (mostly small-scale) private forests (106.000 ha) according to legal and contractual basis.
- Inventory and mid-term planning for the state and corporate forests.
- Research and studies on ecology, forest growth, site conditions, conservation of genetic resources, health control of forests, landscape conservation and environmental control. (There is increasing request on HESSEN-FORST to provide personnel for landscape and environmental conservation activities outside of forests due to their profound knowledge and their consciousness of ecological and commercial interrelationship)
- Real estate management of the SFE.
- Training and capacity building for all personnel, environmental education and public relations work shall increase the awareness of citizens on the natural sources of livelihood and relatedness of people with nature (more and more people use the forest for recreation, however they also want to learn about and understand the ecosystem and are prepared to contribute to its protection. The forest rangers are their first contact persons).
- Fulfilment of tasks, assigned to the SFE by law and implementation of law to protect the forest for public benefit (sovereign tasks).

One of the political goals of the Ministry, i.e the development of a future-oriented economically and ecologically sound forest management in Hesse, is enhanced hereby.
THE INSTITUTION HESSEN-FORST

SFE HESSEN-FORST emanated from the tradition-rich State Forest Administration of Hesse. The SFE has a country-wide field structure and works close to the citizens according to the principle of “integrated sovereignty”. That means, apart from forest management and other services, the forest management units fulfil tasks deriving from legal regulations (encouragement, supervision and control). This schedule of responsibilities is continuously adapted to the changing needs of society.

The SFE is characterised by a flat hierarchy. The Board of Directors (Headquarters) is subdivided in four departments (see graphic): two of them working supportively (personnel/organisation and IT / finances and budgeting), while the other two operate product-oriented (silviculture / production / marketing and corporate and private forests / consulting and other services).

A controlling team, consisting of four senior experts, ensures the close liaison to and from the forest management units. Their tasks comprise advice, coordination and support of the forest management units and assistance in achieving the regional targets.

The ‘internal revision’ assures that target achievement complies with budgeting.

The SFE HESSEN-FORST maintains specialised branches for forest inventory, planning, forest valuation and forest techniques. Applied silvicultural research is done in the Northwest German Forest Research Institute (NW FVA) in cooperation with two other states (Lower Saxony and Saxony Anhalt).

### Annual turnover of HESSEN-FORST (€)

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>163,52</td>
<td>170,21</td>
<td>176,02</td>
<td>193,62</td>
<td>217,5*</td>
</tr>
</tbody>
</table>

* preliminary results
### Personnel development of HESSEN-FORST

<table>
<thead>
<tr>
<th>Year</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of Staff</td>
<td>2883</td>
<td>2768</td>
<td>2572</td>
<td>2436</td>
<td>2337</td>
</tr>
</tbody>
</table>

### THE SFE COMMISSION

This external independent SFE commission shall ensure balance and **continuity** of the strategic goal setting for the SFE. The annual report of the SFE is analysed by the commission and comment is given on all questions concerning the strategic targets.

The twelve-member committee is composed of acknowledged experts:

- the responsible Minister as chairman
- one delegate from each parliamentary party represented in the Hessian Parliament
- one representative from each functional and finance Ministry
- one representative of the personnel of the SFE
- up to four representatives from other sectors such as environment, economy, communal or small-scale forest owners or sciences.

The members are appointed for one election period by the responsible Ministry in consultation with the Ministry of Finance or the President of the Hessian Parliament.

The committee convenes not less than once a year or on demand of the responsible Ministry, or the Ministry of Finance, the Director General of SFE or by at least seven members jointly.

### CONTROLLING

The SFE is supervised by the responsible Ministry and thus concerned with:

- acceptance of the Standing Orders of the SFE,
- nomination of the Director General,
- acceptance of the annual budget,
- appointment of the auditor in consultation with the Hessian Court of Audit,
- decisions of countrywide political relevance.

The Ministry does **not** interfere in operational business.

### LIAISON

Nature shows us that efficiency and continuous development are essential for economic survival. The SFE applies these principles in its structures and workflows and additionally utilizes the tool of quality management and controlling.

The controlling team is part of the Board of Directors and acts as liaison and co-ordination between the Headquarters and the forest management units. The four senior-experts of the controlling team have regional responsibilities. The proximity to the forest management units ensures good communication and quick decisions. Main tasks of the controlling team are the placement of the SFE’s goals and strategies as well as the support to the head of the forest managing units with regard to their personal responsibility. The team also analyses the operational management of the forest management units.
**STRENGTHENING OF PARTNERSHIP WITH LOCAL AUTHORITIES AND PRIVATE FOREST OWNERS**

All state-owned forest is transferred as economic property to the SFE and has to be managed according to economic principles under special consideration of the public benefit functions.

Moreover, the Hessian Forest Act entrusts HESSEN-FORST with the management of the corporate and private forests, if requested by the owners and respective contracts are concluded.

Therefore, the SFE’s forest officials act as long-term, competent and reliable partners of communities, local authorities and private forest owners associations. 95 % of the local authorities (>400 municipalities) have entrusted HESSEN-FORST with the management of their forests (total of 324,000 ha).

Furthermore HESSEN-FORST manages about 50% (106,000 ha) of the private-owned forests. In Hesse, there are more than 47,000 small-scale private forest owners. In order to overcome structural disadvantages and to enable sustainable forest management, the formation of private forest owners associations are encouraged and supported. The support of the small scale forest owners (mainly forest farmers) aims at increasing income of the farmers and improvement of living conditions in rural areas. The support of such associations is part of the legal obligations for HESSEN-FORST.

The services comprise:
- general advice (information, consultancy, support for the creation of partnerships and associations) (free of charge);
- complete forest management, (liable to fees);
- special services, (payment according to individual regulations).

Overall, HESSEN-FORST is in charge of 87% of the forested area of Hesse, and according to a recent opinion poll, 93% of the customers are satisfied with the services.

**PRODUCTS PORTFOLIO**

In addition to the management of the state, corporate and private forests, HESSEN-FORST has to fulfil duties in public domains, delegated to the enterprise by the State of Hesse such as: stabilising the ecosystem, increasing biodiversity, managing protected areas, implementing EU-Regulations and Directives (such as Natura 2000).

The objectives of nature conservation have to be considered and integrated into sustainable forest management. This is a requirement of the legal framework which is formed by the Forest Act and the Law on Nature Conservation, and hence obligation for HESSEN-FORST.

HESSEN-FORST manages about 800 protected areas with a total area of more than 35,000 ha on behalf of Regional Councils, as well as a National Park (Kellerwald-Edersee) with some 5,000 ha. There is a close cooperation with non-governmental organisations.

**PRODUCTS OF HESSEN-FORST:**

1. State forest management
2. Environmental protection and recreational functions of the state forest
3. National park management
4. Environmental education
5. Services for corporations and community owned forests (legal obligations)
6. Contractual services for private forests
7. International consulting services
8. Sovereign tasks and other public duties
9. Forestry research
THE STRUCTURE OF THE FOREST MANAGEMENT UNITS (FMU)

The FMUs cover the entire State area. This guarantees persons competent in nature and forest management nearby citizens, local authorities and other customers. This “territorial principle” is an important requirement for nature-oriented silviculture. In general, the borders of the FMUs correspond to municipality and districts borders. The average FMU manages 18,000-20,000 ha with 10-12 ranger districts.

The inner structure of the FMUs combines the territorial principles with an increasing functional organisation. The latter is based on the range of products and functions. Typical functions are: environmental education, nature conservation, bio-energy advice, private forest owners advisory services.

VISION AND PERSONNEL MANAGEMENT

An enterprise with extensiveness like that of HESSEN-FORST needs particular efforts to build and maintain corporate identity among its personnel. On the one hand this is ensured by a functioning communication system (see: Liaison) and on the other hand by commonly shared and actively practised vision, applied principles for leadership and collaboration as well as “living” standing orders which are regularly adopted to changing societal and framework conditions.
HESSEN-FORST INTERNATIONAL CONSULTANTS

The Hessian State Forest Administration traditionally engages in international cooperation projects. HESSEN-FORST has emerged from the State Forest Administration and carries this tradition and experiences onwards. In 2004, the international consulting business has been established as a field of activities in the company. The company maintains excellent relations with the European Commission, FAO, The Worldbank and donor companies and has established direct business links with eastern European countries, the P.R. China and South Korea. Thus, HESSEN-FORST combines the practical experience of being planner and manager for all kind of forest ownership in Hesse with that gained in international cooperation projects.

DIALOGUE WITH PEOPLE – LINKING ORGANIZATIONS

- Forestry and forest governance
- Land-use planning

NATURAL RESOURCES MANAGEMENT

- Forest Inventory and management plans
- Sustainable forest and conservation management
- Integration of forestry and conservation into wider land-use planning
- Financing sustainable forest management and conservation
- Certification of sustainable forest management
- Marketing of forest products and services
- Wildlife management
- Nature conservation
- Protected areas management

MANAGEMENT OF CHANGE – NEW PUBLIC MANAGEMENT

Based on own experience from recent restructuring processes, HESSEN-FORST is offering competent development, advisory and training services ...

- Organizational set-up and development
- Optimizing organizational processes and efficiency
- Policies, strategies, legislation and regulations
- Improving communication processes
- Improving participation of related people
- Achieving impact
- Teams building
- Capacity building and training
- Enhancing client orientation

... in order to accompany processes leading

- From bureaucratic and technocratic action to mobilization
- From state responsibility to social responsibility
- From sovereign decision making to cooperation and concerted action
- From sectoral planning to integrated planning
STRENGTHS OF HESSEN-FORST

- Pool of professionals, technical and administrative staff and skilled workers,
- A flexible personnel system which allows target oriented mobilization of the experts,
- Integrated forest and nature/biodiversity conservation management
- Working successfully with and for corporate and private forest owners,
- Continuous organizational adaptation to a dynamic socio-political and ecological environment,
- Working as a two-tier, decentralized organization,
- Successful cooperation with a variety of non-forest sector organizations, both governmental and non-governmental,
- Administration and implementation of EU development programs,
- Being committed to sustainability and to the benefits for future generations,
- Being committed to cost efficiency

SPECIAL EXPERIENCE

- Forest Inventory, Planning and Information Center
- Vocational Training Center for Forest Techniques
- Management of a forest machinery park
- Mobile forest farmers training schools
- Tree seed center and nursery
- Training of trainers: Forest Pedagogic Courses
- National Park management
- Forestry Research Institute (in cooperation with two other States of Germany)

COUNTRY EXPERIENCE

HESSEN-FORST experts have project experience in (underlined: long-term)

- Brazil, Chile, Costa Rica, Ecuador, Honduras, Paraguay
- Cambodia, China, Indonesia, Korea, Malaysia, Pakistan, Thailand, Vietnam
- Benin, Ethiopia, Ghana, Kenya, Morocco, Namibia, Niger, Tanzania
- Bulgaria, Bosnia-Herzegovina, Georgia, Hungary, Jordan, Montenegro, Ukraine

SPECIAL ESTABLISHMENTS MANAGED BY HESSEN-FORST

CONTRACT NATURE PROTECTION SCHEME

The contract nature protection scheme is part of the conservation strategy of the State of Hesse. It is a voluntary agreement between land (forest) owners and the authority on measures to be undertaken by the owner for nature protection and conservation against financial compensation. It is a means to enhance cooperation and reduce confrontation by minimizing authoritative measures. There are contracts for some 35,000 ha of forests under this scheme.

FORESTRY TRAINING AND CAPACITY BUILDING CENTRE (FTCBC) WEILBURG

The FTCBC is the central training and capacity building institution for HESSEN-FORST State Forest Enterprise with the following tasks:

- Vocational training for forest workers and machine operators
- Capacity building for all personnel of the state forest enterprise
- Special training courses for future forest technicians and forest engineers in the framework of the formal education
- Capacity building on forestry issues for personnel of related sectors
Courses on environmental education for third parties

Advisory services for forest offices on forest operations and labour safety

The forest vocational training is conducted by six full-time trainers with forestry background and a number of foresters as part-time trainers plus five practitioners. Moreover, lecturers from sectors are contracted to instruct on special related issues. There is a cooperation with a general vocational school of the renowned German Dual Training System. In 2006, the FTCBC managed 140 training courses and other events with some 11,000 participant-days.

The FTCBC is conducting research on forest technical operations and equipment and has contributed to a number of improvements in forest operations and labour safety.

The FTCBC disposes of four classrooms with up to 30 places, several smaller meeting rooms, two modern IT laboratories with 11 / 18 places, several training workshops, and forest machine simulators. Moreover, there is a boarding house for up to 60 persons and a modern canteen.

MOBILE FOREST FARMERS TRAINING SCHOOL

The Hessian forest is owned to 25% by private persons and companies (226.000 ha), of which 1/3 is owned by 61.000 small-scale forest owners. To this group of persons, HESSEN-FORST offers special training on forest works. The FTCBC manages three mobile forest farmers’ training schools to address their specific needs in particular to increase labour safety and efficiency. In 2006, there 95 training courses were conducted in these rolling classrooms with a total of 1,700 participants-days.

The model of the mobile forest farmers' training school has already been 'exported' to Bulgaria and Korea.