

**IUFRO STRATEGY ACTION PLAN**

**EB 9/2020 Doc. 15.2**

*6 August 2020*

**At its meeting in Curitiba, Brazil, in September 2019, the Board decided to develop a Strategy Action Plan as a tool for implementing the IUFRO Strategy and monitoring progress. The present document includes more than 50 actions that will enable IUFRO's governing bodies, units, officeholders and HQ to effectively address the Goals and Objectives of the Strategy within the next five-year period from 2020 to 2024.**

**With the aim of providing utmost transparency, the several IUFRO units responsible for implementing the Action Plan are requested to update IUFRO HQ and members of the Board periodically on progress achieved. This will best be done during deliberations at the annual Pre-Board and Board meetings. As this is a flexible process, it will be possible – and desirable – for the actors to specify or add actions or new ideas to the Action Plan if need arises.**

## GOAL 1 – RESEARCH EXCELLENCE: STRIVE FOR QUALITY, RELEVANCE AND SYNERGIES

### Objective 1. Improve capacities for quality science

Improvement in the rigor, timeliness and utility of scientific research requires adequate capacities of scientists and research institutions around the globe, including in economically disadvantaged regions. This can be enhanced through participation in scientific exchange and research networking.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measures of progress</b>
<b>1. Convene IUFRO Regional and major events in between IUFRO World Congresses</b>	MC, Board, Secretariat, SPDC, Member Organizations	At least one Regional Congress is convened by IUFRO between IUFRO World Congresses
<b>2. Encourage meeting organizers to enable virtual participation in IUFRO-sponsored meetings</b>	Divisions, RGs, WPs, Task Forces	An increasing number of conferences with virtual participation is reported by responsible Units
<b>3. Provide highlights from major IUFRO events (including World Congress) online</b>	Host organizations of IUFRO World Congresses and other major IUFRO events in consultation with IUFRO Secretariat	The number of events or sessions accessible online as webcasts or recorded videos increases; Also the number of viewers and their locations increases
<b>4. Develop an ‘excellence initiative’ promoting top early-career researchers in IUFRO</b>	Vice-President for Divisions, MC, Board, Division Coordinators	A pilot of an excellence initiative is successfully launched, and seed funding is mobilized
<b>5. Develop a ‘junior officeholder’ scheme of Divisions and Task Forces, in order to nurture and support talent</b>	MC, Board, Division Coordinators, Task Force Coordinators	A ‘junior officeholder’ scheme of Divisions and Task Forces is launched
<b>6. Develop a format for awards at the level of RGs and WPs aimed at recognizing excellent scientific contributions by early-career researchers</b>	Honours and Awards Committee in collaboration with Divisions, RGs, WPs	A common format is developed;  A growing number of IUFRO Units creates awards in accordance with the common format

<b>7. Continue with and expand training opportunities for forest researchers in economically disadvantaged regions</b>	SPDC	The total number per year of researchers in economically disadvantaged regions who benefit from IUFRO-led training measures increases
<b>8. Expand Young Scientists Initiative (YSI) to increase learning opportunities particularly for young scientists from economically disadvantaged regions.</b>	IUFRO-SPDC, IUFRO Member Organizations	The total number per year of mobility grants provided by YSI increases
<b>9. Continue to engage researchers from economically disadvantaged regions to contribute to scientific syntheses and publications</b>	GFEP Programme, WFSE, Divisions, RGs, WPs, Task Forces	Around one third of authors represent economically disadvantaged regions
<b>10. Explore potential to reactivate the SilvaVoc and develop a “common language”, which can clearly define emerging research topics, terminology and their connotations, to provide foundation for cross-cultural research cooperation</b>	HQ, SPDC, member organizations from different language-speaking regions	The SilvaVoc webpage and database is reactivated and available online

## **Objective 2. Identify emerging areas of research**

Sharpening IUFRO’s strategic orientation includes an open attitude towards emerging issues and focus on areas which we see a need to be more active in.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measures of progress</b>
<b>11. Encourage IUFRO Units and meeting organizers to publish IUFRO review articles/synthesis documents that summarize the current state of understanding on a topic and identify knowledge gaps</b>	Divisions, Task Forces, RGs, WPs	State of the art Articles or collection of Articles published by Divisions, RGs, WPs and Task Forces
<b>12. Develop a procedure, and identify related mechanisms for periodically identifying emerging areas of research</b>	Enlarged Board, Divisions; RGs, WPs, Task Forces, IUFRO-WFSE, HQ	A general consensus is established on protocol/procedure for identifying emerging areas

		A list of emerging areas is identified and provided periodically
<b>13. Establish new Units in emerging areas of research/in areas of research where IUFRO should be more active, and in parallel, close Units that have become obsolete</b>	In accordance with IUFRO Statutes and Internal Regulations	New Units are established in emerging areas of research, and Units that have become obsolete are closed
<b>14. Convene events on emerging areas of research common to all or several Divisions (RGs and WPs) and Task Forces</b>	Vice-Presidents, Divisions (RGs and WPs), and Task Forces	At least one cross-Divisional/TF event on emerging issues is convened before next World Congress
<b>15. Continue to collaborate with strategic partners in identifying trends and developments impacting forests and people</b>	IUFRO-WFSE, GFEP,	Trends and developments are systematically analysed and documented in close collaboration with strategic partners

### **Objective 3. Increase interdisciplinary collaboration**

The world's most pressing forest-related environmental, social and economic challenges transcend political sectors and scientific disciplines. Interdisciplinary cooperation is essential not only for tackling current research questions, but also for keeping the door open to diverse future paths in forest-related sciences.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>16. Promote collaboration across IUFRO Divisions and with Task Forces, including cross-divisional IUFRO events</b>	Divisions, Research Groups, Task Forces	Number of IUFRO event organized and conducted by multiple units of IUFRO is significantly increased
<b>17. Organize joint activities (such as meetings, publications with colleagues from relevant professional scientific societies and international/regional research organizations in fields related to forests</b>	Coordinators of Divisions, RGs, WPs, TFs, SPPs	The number of joint activities with other relevant professional scientific societies and organizations is increased

		Joint research publications, especially special issue of journals on specific/emerging topics are published
<b>18. Engage in regional and global science review and synthesis processes, such as the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the Intergovernmental Panel on Climate Change (IPCC), the Science-Policy Interface (SPI) of the UN Convention to Combat Desertification, and the Global Partnership on Forest and Landscape Restoration (GPFLR)</b>	Divisions, RGs, WPs, Task Forces in coordination with HQ	The number of IUFRO officeholders participating in global science review and synthesis processes, such as IPBES, IPCC, UNCCD SPI, and GPFLR, increases and is known and documented
<b>19. Engage IUFRO actively in national and international meetings organized by other scientific societies and organizations</b>	Coordinators of Divisions, RGs, WPs, TFs in coordination with President, VPs and IUFRO HQ	IUFRO Units actively involved in at least 5 events with other organisations (before next World Congress)

## **GOAL 2 – NETWORK COOPERATION: IMPROVE COMMUNICATION AND EMBRACE DIVERSITY**

IUFRO facilitates networking for the sharing, exchange and use of scientific knowledge within and across disciplinary boundaries for the benefit of forests, science and people. The value of the network is inextricably linked to the active participation of a diverse set of IUFRO's member organizations, officeholders and scientists across the globe, and cooperation among these participants. Accordingly, IUFRO will seek to further improve communication within the network and further enhance its diversity and member base.

### **Objective 1. Improve communication within the network**

Efficient communication within the network is essential for sharing information in accessible ways, encouraging learned syntheses, and delivering excellent science-based solutions for sustainable development.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>20. Develop and implement an IUFRO communication strategy and action plan</b>	HQ, Enlarged Board, IUFRO Officeholders	The communication strategy and action plan are adopted by the Board
<b>21. Encourage organizers of IUFRO meetings/events to invite IC members, or IC members to volunteer to participate/become active in significant events</b>	IUFRO Units, IC members, HQ	Number of IC members actively involved in IUFRO-sponsored meetings is known and increased
<b>22. Establish Terms of Reference for IC members and distribute among them</b>	MC, HQ	ToR for IC distributed to all representatives and alternate representatives of the IC
<b>23. Engage heads of member organizations more systematically in developing views and associated briefing documents on the management of forest research and strategic research priorities</b>	Directors' Forum, President, HQ	The Directors Forum involves at least 20 per cent (around 120 people) of all heads of member organizations, covering all regions;  The Director Forum meets at least once a year
<b>24. Periodically inform heads of member organizations about the involvement/activities of their employees involved in IUFRO as well as about the general benefits/advantages of being involved with IUFRO</b>	Officeholders with support from HQ	Testimonials by officeholders
<b>25. Identify and assess new ideas/tools, including virtual mechanisms, to enhance communications within the network involving Divisions, Research Groups, Working Parties and Task Forces</b>	Board, HQ, Divisions, RGs, WPs, Task Forces, SPPs	New (virtual) tools are identified, tested, and experiences shared among officeholders  Feasible tools are incorporated in a communication toolkit for officeholders
<b>26. Conduct periodic virtual all-Division business/administrative meetings to introduce IUFRO rules and procedures, share progress, exchange ideas, etc.</b>	Divisions, RGs, WPs	At least two virtual 'all-division' business/administrative meetings are organized per Division, with one at the very beginning of the Board term.

<b>27. Redevelop the IUFRO website, taking into account differences in use and accessibility</b>	HQ in consultation with officeholders and member organizations	IUFRO website is redeveloped and re-launched in accordance with the roadmap document
<b>28. Further enhance targeted social media presence, taking into account regional differences in use and accessibility of related tools</b>	HQ in consultation with officeholders and member organizations	Various IUFRO's social media are accessible in all regions
<b>29. Ensure provision of latest information by IUFRO Units in order to keep IUFRO website up to date and relevant</b>	Divisions, RGs, WPs	The website is kept up-to-date and provided latest information

## **Objective 2. Further diversify participation in IUFRO structure**

The (balanced) participation of scientists on equal terms (gender, culture, age and geography) constitutes a prerequisite for the relevance and quality of the science collaboration in IUFRO. It allows for viewing research topics and the application of forest science from different perspectives.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>30. Significantly further improve gender balance of Division, RG and WP Coordinators</b>	Division Coordinators, RG and WP Coordinators	Gender diversity of officeholders (end of 2014-2019 period to present) is increased
<b>31. Support activities related to an action plan for gender equality in forestry proposed by the Task Force on Gender Equality</b>	Enlarged Board, President, VPs, HQ	The action plan is available
<b>32. Improve geographical and cultural diversity of Division, Research Group and Working Party officeholders</b>	Division, RG and WP Coordinators	Number and proportion of IUFRO officeholders from Africa, Latin America and other underrepresented regions is increased

<b>33. Encourage more activities and events in less-well-represented regions</b>	Divisions, RGs, WGs, Task Forces, SPPs	Number of meetings held outside of North America and Europe in the Board period is increased by 10%
<b>34. Collaborate with regional, local organizations that are not yet IUFRO members to co-organize and co-host IUFRO events in under-represented regions</b>	Divisions, Task Forces, HQ	Number of partner organizations in under-represented regions is increased
<b>35. Support youth engagement and mentoring and further enhance collaboration with the International Forestry Students' Association (IFSA)</b>	Divisions, RGs, WPs and Task Forces	Number of IUFRO meetings Involving IFSA or joint IFSA-IUFRO events is increased
<b>36. Foster communication with heads of IUFRO member organizations, including IC members, to identify opportunities for PhD students and early-career researchers and to encourage them to be involved in IUFRO activities, including as officeholders</b>	HQ, Divisions, RGs, WPs, Task Forces, IC	The involvement of PhD students and early-career researchers is significantly increased

### **Objective 3. Widen and strengthen member base**

The strength of IUFRO is its members. They enable the active participation of scientists in IUFRO's networking activities, provide indispensable resources financially and in kind, and contribute significantly to IUFRO's visibility. There is considerable potential for further enhancing member engagement in IUFRO and widening its member base.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>37. Enhance IUFRO's value for members by proactively assessing the needs and priorities of IUFRO member organizations</b>	President, HQ, Directors Forum, International Council	To be determined
<b>38. Further enhance direct communication with members and officeholders on issues and needs of potential interest to them</b>	President, HQ, Presidents Nominees (for regions)	Communication with members and officeholders is significantly increased (e.g. through 'spap surveys', etc.)



<b>39. Encourage IC members and President's Nominees to identify a list of potential members in each country/region, and HQ to reach out to them</b>	IC, President's Nominees, HQ	Number of members is increased (add concrete percentage?)
<b>40. Use major IUFRO events for systematically identifying potential new members, including 'non-traditional' research organizations, and reach out to them.</b>	HQ, Division Coordinators, President's Nominees	Number of members is increased (add concrete percentage?)

### **GOAL 3 – IMPACT: VISIBILITY, OUTREACH AND EDUCATION**

IUFRO has established itself as one of the leading knowledge institutions regularly providing scientific input and policy support to global processes regarding forests and society. IUFRO's research network and activities, including work on the science-society/policy interface ensure that our partners and stakeholders will have access to best science-based solutions for complex challenges and issues facing the world's forests. This outward looking approach will further increase the attractiveness of IUFRO to policy makers and stakeholders. IUFRO also strives to empower the next generation to solve the complex challenges by enhancing global forestry education.

#### **Objective 1. Further enhance IUFRO's impact on policy processes**

Science-based knowledge produced by IUFRO enables its partners and stakeholders to utilize the results and to respond to new policy needs

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>41. Prioritize IUFRO's participation in international and transnational policy processes</b>	President, HQ (GFEP, WFSE), Board	A methodology for prioritization is established and applied
<b>42. Further develop the Global Forest Experts Panel (GFEP) from a project initiative into a full-fledged science-policy programme</b>	GFEP	GFEP is expanded into a IUFRO Science-Policy Programme
<b>43. Further increase awareness of officeholders about IUFRO activities at the science-policy interface and extend opportunities to a broader</b>	IUFRO Science-Policy Programme, President,	A mechanism is in place to match opportunities to participate in policy

<b>range of officeholders to participate in relevant activities</b>	HQ, Divisions, Task Forces	dialogues with officeholders with expertise.
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## **Objective 2. Strengthen science-society interaction**

The uptake and use of scientific information by policy makers and practitioners forms part of a social process and depends largely on building trust among stakeholders. This requires our pursuit of quality, science-based solutions, effective communication and global cooperation.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>44. Explore opportunities for IUFRO to participate in science-practice platforms, such as those related to forest landscape restoration, product development, etc.</b>	HQ, in collaboration with the Board	Number of practitioners reached on these platforms with information and new knowledge developed by IUFRO members
<b>45. Strengthen collaboration and partnership between the private sector and the forest science community</b>	HQ, President, Divisions, RG, WP, Task Forces	The number of collaborative activities with the private sector is increased
<b>46. Join, engage and inform relevant platforms, processes and events of the private sector and the scientific community</b>	HQ, President, Divisions, RG, WP, Task Forces	The number of joint contributions to the relevant policy processes is increased
<b>47. Develop a communication structure for continuously sharing scientific knowledge with decision-makers and the public at large</b>	HQ, Special Programmes and Projects and Initiatives, RG 9.01.00 "Information and Communication" (and its WPs)	A communication structure is successfully established
<b>48. Further continue to produce short communication pieces (e.g. podcasts, short video) to be distributed through IUFRO website, social networks, media</b>	HQ in cooperation with Divisions, RGs, WPs and TFs	The number of podcasts, videos and other short communication pieces is increased, and the number of viewers/

		audience is increased
<b>49. Systematically enhance cooperation with networks of journalists/media representatives</b>	HQ in cooperation with Divisions, RGs, WPs and TFs	Number of journalist contacts is increased Number of media uptakes of information provided by IUFRO is increased
<b>50. Formalize communication partnerships with strategic partners who can act as multipliers</b>	HQ in cooperation with Divisions, RGs, WPs and TFs	Number of contacted organizations Number of joint activities for dissemination of forest-related information
<b>51. Explore creating a forest journalism award</b>	HQ, EB, HAC	A forest journalism award is launched in Stockholm 2024

### **Objective 3. Enhance global forestry education**

Raise awareness and engage in the development of comprehensive forestry education programmes, to deal with the complex challenges and opportunities that the forest sector will continue to face.

<b>Actions</b>	<b>Unit(s) responsible</b>	<b>Measure(s) of progress</b>
<b>52. Foster international networking on forest education</b>	Joint IUFRO-IFSA Task Force on Forest Education, Directors' Forum	The number of additional education structures joining the network increases
<b>53. Increase outreach to students in relevant university departments, to improve interactions with students in IUFRO events and collaborative projects involving scientists engaged in IUFRO</b>	Divisions, RGs, WPs, and Task Forces	Report of meeting activities specifically aimed to increase 'student-researcher' interactions

<b>54. Promote innovative education methods and tools that incorporate new technologies (e.g., augmented and virtual reality)</b>	Joint IUFRO-IFSA Task Force on Forest Education, RG on Forest Education – in collaboration with IUFRO member organizations and partners	Information about innovative education methods and tools is collected and shared through various platforms and events
<b>55. Encourage creating a partnership with one or more universities to establish a system of scholarships to enable outstanding students from developing countries to pursue post-graduate studies in forest-related subjects</b>	HQ, Joint IUFRO-IFSA Task Force on Forest Education, IUFRO-SPDC's Young Scientists Initiative	By the end of this term, a partnership is in place allocating at least one scholarship per year
<b>56. Create a Global Forest Education Platform (OPFE) and Launch a Joint Initiative under the Aegis of the Collaborative Partnership on Forests</b>	HQ, Joint IUFRO-IFSA Task Force on Forest Education, RG on Forest Education – in collaboration with FAO and ITTO	An OPFE prototype is created and a joint CPF Initiative on forest education is launched
<b>57. Foster collaboration with organizations and employers in fields related to forests, to help reflect on the main challenges in forest education</b>	Division 6, Joint IUFRO-IFSA Task Force on Forest Education – in collaboration with IFSA and EFI	Organizations and employers in fields related to forests are actively involved in the EFI-IFSA-IUFRO project on “green jobs and capacity development”, and the project results are shared and discussed with them.