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**IUFRO Strategy 2015-2019**

**Action Plan[[1]](#footnote-1)**

*15 April 2015*

**Background:**

The IUFRO Strategy 2015-2019 *Interconnecting forests, science and people* was approved by the IUFRO Board at its meeting on 11 October 2014 during the XXIV IUFRO World Congress in Salt Lake City, Utah, USA.

As a follow-up, the IUFRO Management Committee (MC) prepared an Action Plan for implementation of the IUFRO Strategy 2015-2019 for further consideration by the Board. As such, the action plan forms an integral part of the Strategy.

This draft Action Plan has been prepared by the MC with input provided by IUFRO Headquarters, generated in the course of three moderated team meetings. When drafting the Action Plan, the MC also took into consideration the outcomes of the Congress 2014 sub-plenary session entitled "IUFRO Strategy Session 2014: Research excellence and knowledge sharing for the benefit of Forests and People".

The Action Plan provides guidance to IUFRO Officeholders, including the Coordinators of IUFRO Divisions, Research Groups, Working Parties, Task Forces and the Special Programmes, Projects and IUFRO-led Initiatives. It focuses on the three Institutional Goals which take into account the five themes and associated emphasis areas.

Progress in implementing the tasks included in this Action Plan will be reviewed annually by the IUFRO Board, and adjustments will be made as needed.

**LIST OF ABBREVIATIONS**

|  |  |
| --- | --- |
| DC | Division Coordinator |
| ED | economically disadvantaged  |
| FFAG | Forest Foresight Advisory Group |
| GFEP | Global Forest Expert Panels |
| GFIS | Global Forest Information System |
| IC | International Council |
| IFSA | International Forestry Students' Association |
| IUFRO HQ | IUFRO headquarters |
| MC | Management Committee |
| MO | Member Organization |
| PC | Publication Committee |
| PN | President's Nominee |
| SP Directors' Forum | Special Programme Directors' Forum |
| SPDC | Special Programme for Development of Capacities |
| VP | Vice-President |
| VP-TF | Vice-President for Task Forces |
| WFSE | Special Project World Forests, Society and Environment |
| WP | Working Party |

**GOAL 1**

***RESEARCH EXCELLENCE*: STRIVE FOR QUALITY, RELEVANCE AND SYNERGIES**

Objectives:

* **Improve capacities for science cooperation**

***Actions***:

* **Train scientists in economically-disadvantaged countries, and promote their participation in meetings and activities of IUFRO**

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| TASK(s) | Actors | Time frame |
| *Continue to assess priority training needs* | **SPDC**, PNs | Annually |
| *Develop and test online-training to complement on-site training* | **SPDC**, partners | Continuous |
| *Promote capacity development activities of member organizations* | **GFIS,** MOs | Continuous |
| *Update and develop training materials* | **SPDC,** partners | On-going |

* **Facilitate mobility and exchange of scientists and students across IUFRO member organizations**

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| TASK(s) | Actors | Time frame |
| *Identify and assess existing platforms of information on (international) mobility and exchange* | **IFSA/IUFRO Joint Position** | Starting from 2015 |
| *Collect and disseminate (e.g. student RSS-feed) information about exchange and mobility programs offered by IUFRO Member Organizations* | **IUFRO HQ,** GFIS, IFSA, MOs | Start in 2015 |

* **Convene IUFRO regional events in between IUFRO World Congresses**

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| TASK(s) | Actors | Time frame |
| *Organize Regional Congress for Asia-Pacific in 2016* | **Host organization**, IUFRO HQ | 2015-2016 |
| *Include outcomes of regional directors' meetings or similar events into the work of Directors' Forum* | **SP Directors' Forum**, regional partners | 2017 |

* **Identify emerging areas of research**

***Actions*:**

* **Establish a foresight mechanism**

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| TASK(s) | Actors | Time frame |
| *Organize Scoping meeting on foresight* | **IUFRO HQ** | 2015 February |
| *Discuss outcomes of Scoping meeting on foresight and way forward* | **DCs**, VPs | 2015 April |

* **Periodically share results of foresight with IUFRO network**

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| TASK(s) | Actors | Time frame |
| *Use IUFRO communication channels (Spotlight, social media etc.) to inform members and officeholders about foresight methods and emerging issues* | **IUFRO HQ**, SP Directors' Forum | 2016 onwards |
| *Use IUFRO communication channels (Spotlight, social media etc.) to inform forest-related policy fora, donors and stakeholders about emerging issues* | **Officeholders** | 2016 onwards |

* **Increase interdisciplinary cooperation from a global science perspective**

***Actions***:

* **Encourage the alignment of work from all IUFRO units to the five themes**

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| TASK(s) | Actors | Time frame |
| *IUFRO units to take into account the 5 themes and associated emphasis areas in their activities* | **Officeholders** | Starting from 2015 |
| *Utilize the new functionality of the IUFRO website, where each page, document, picture and text element can be given a theme tag* | **Officeholders**, IUFRO HQ | Starting from 2015 |

* **Promote interdisciplinary research and cooperation within the IUFRO structure**

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| TASK(s) | Actors | Time frame |
| *Issue a call for Task Force proposals* | **VP-TF,** MC, IUFRO HQ, | Nov. 2014 |
| *Establish Task Forces for 2015-2019* | **VP-TF**, Board | Starting from 2015 |
| *Organize inter-divisional activities and coordinate them among divisions* | **DCs**, Officeholders | Starting from 2015 |

* **Identify and engage scientific partners from outside IUFRO**

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| TASK(s) | Actors | Time frame |
| *Identify key scientific organizations and networks from other disciplines* | **Board,** Officeholders, IC  | On-going |
| *Invite relevant organizations and networks to participate in IUFRO activities* | **Board,** Officeholders, GFEP, WFSE | On-going |

* **Promote participation of IUFRO scientists in activities of other scientific organizations**

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| TASK(s) | Actors | Time frame |
| *Prepare an inventory of scientific organizations and Board members attending their meetings with the aim of communicating IUFRO activities more widely* | **IUFRO HQ,** Board | Starting in April 2015 |
| *Represent IUFRO and report on IUFRO scientists' activities in other scientific organizations* | **Board,** Officeholders | On-going |
| *Develop collaborative activities with these organizations* | **Board**, Officeholders, MC | On-going |

* **Fill thematic gaps in the IUFRO structure**

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| TASK(s) | Actors | Time frame |
| *Review divisions' structures at regular intervals and establish new units when needed* | **DCs**, Officeholders | Annually |
| *Establish Task Forces according to the requirements of the Open Call for Proposals (see also Action - Promote interdisciplinary research and cooperation within the IUFRO structure)* | **VP-TF,** Board | Bi-Annually, starting 2015 |

**GOAL 2**

***NETWORK COOPERATION*: INCREASE COMMUNICATION, VISIBILITY and OUTREACH**

Objectives:

* **Enhance communication at all levels**

***Actions:***

* **Develop a communication strategy for better internal and external communication, including innovative tools and technologies**

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| TASK(s) | Actors | Time frame |
| *Review existing/past communication plans/documents and assess results of IUFRO and other networks* | **IUFRO HQ**, consultant, WP 9.01.02 | End of 2015 |
| *Draft a communication strategy document for IUFRO* | **IUFRO HQ**, consultant, WP 9.01.02 | Mid-2016 |

* **Encourage direct communication between scientists, and among IUFRO headquarters and IUFRO officeholders**

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| TASK(s) | Actors | Time frame |
| *Encourage IUFRO Units and officeholders to organize IUFRO meetings regularly* | **DCs** | On-going |
| *Continue with Science Communication Training* | **SPDC**, GFIS, regional partner networks | On-going |
| *Allocate about half of the IUFRO time for internal communication and/or designate a communication person within the Division for this purpose* | **DCs**, Board | Starting from 2015 |
| *Establish and maintain virtual address books on the Unit Webpages* | **IUFRO HQ** | Continuous |

* **More actively involve members, especially directors of research organizations and IC members in network cooperation**

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| TASK(s) | Actors | Time frame |
| *Promote wide participation in Directors' Forum meetings* | **SP Directors' Forum** |  2017, 2019 |
| *Provide IC members with information regarding upcoming major IUFRO meetings and other activities and encourage their involvement/attendance* | **IUFRO HQ,** ICs | On-going |
| *Write to IC members periodically and inform them about activities and encourage their further involvement, including reporting of relevant activities in their countries*  | **President,** IUFRO HQ | After each Board meeting, and at end of year |

* **Further develop a more dynamic IUFRO website, with special attention to specific target audiences**

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| TASK(s) | Actors | Time frame |
| *Finalize development and launch of new website* | **IUFRO HQ** | 2015 |
| *Collect feedback on website from IUFRO members and officeholders* | **IUFRO HQ** | 2016 |

* **Widen and strengthen the member base and pool of officeholders**

***Actions:***

* **Identify and approach relevant institutions from other disciplines**

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| TASK(s) | Actors | Time frame |
| *Identify and approach relevant institutions from other disciplines involved in forest-related research* | **ICs**, PNs for regions, Board | On-going |
| *Screen IUFRO meetings for partner institutions qualifying for membership* | **IUFRO HQ**, officeholders | On-going |

* **Further promote activities in IUFRO regions/regional networks**

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| TASK(s) | Actors | Time frame |
| *Encourage holding IUFRO meetings in regions, especially in economically disadvantaged countries* | **MOs**, officeholders, regional partner networks | On-going |
| *Continue to focus on IUFRO members as project partners in regional research networking* | **SPDC** | On-going |
| *Identify directors from different regions as deputy coordinators of the SP Directors' Forum*  | **SP Directors' Forum** | April 2015 |

* **Improve gender, geographic and age balance**

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| TASK(s) | Actors | Time frame |
| *Continue to encourage better gender, geographic and age representation* | **DCs,** Board, officeholders | On-going |
| *Explore relevant strategies of other institutions* | **IUFRO HQ** | End of 2015 |
| *Strengthen student involvement in IUFRO activities* | **IUFRO HQ, Board, Officeholders** | On-going |

* **Encourage and support more scientists from economically-disadvantaged (ED) countries to become IUFRO officeholders**

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| TASK(s) | Actors | Time frame |
| *Motivate directors of research in ED countries to encourage their scientists to be actively involved in IUFRO* | **President,** SP Directors' Forum |  2017, 2019 |

* **Disseminate information about research findings**

***Actions:***

* **Increasevisibility of research findings on the IUFRO website, and via other information services**

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| TASK(s) | Actors | Time frame |
| *Promote existing channels of dissemination* | **IUFRO HQ**, DCs | On-going |

* **Offer free access to IUFRO knowledge products**

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| TASK(s) | Actors | Time frame |
| *Continue providing free access to IUFRO knowledge products* | **IUFRO HQ** | On-going |

* **Develop a publication strategy. Periodically assess needs of scientists, students and other stakeholders regarding IUFRO knowledge products and cooperation**

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| TASK(s) | Actors | Time frame |
| *Revise existing documents related to publication strateg*y | **PC**, Board | 2015-2016 |
| *Survey needs of scientists, students and stakeholders regarding IUFRO knowledge products and cooperation* | **PC**, Board | To be decided |

**GOAL 3**

***POLICY IMPACT*: PROVIDE ANALYSIS, INSIGHTS AND OPTIONS**

Objectives:

* **Prioritize IUFRO's participation in policy processes**

***Actions:***

* **Expand IUFRO's capacity for research synthesis and scientific advice**

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| TASK(s) | Actors | Time frame |
| *Identify policy implications of IUFRO meeting results and communicate to IUFRO HQ*  | **Board,** IUFRO HQ, meeting organizers | Continuous |
| *Continue to organize training workshops on science-policy interactions*  | **SPDC** supported by IUFRO meeting organizers | Continuous |
| *Continue to lead the Global Forest Expert Panels (GFEP) and WFSE* | **VP-TF,** IUFRO HQ, GFEP and WFSE Coordinators | On-going |

* **Systematically assess impact of IUFRO's outputs on policy processes**

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| TASK(s) | Actors | Time frame |
| *Systematically monitor and evaluate the uptake of IUFRO's knowledge products* | **IUFRO HQ**, Board | Continuous |
| *Plan and organize participation in policy processes and reporting back to IUFRO governing bodies* | **Board** | Periodically |
| *Carry out interviews with selected global and regional policy-makers* | **IUFRO HQ** and/ or consultant | by 2017/2018 |

* **Respond rapidly to new policy needs**

***Actions:***

* **Increase IUFRO's capacity to rapidly mobilize its scientific knowledge to respond to needs at the science/policy interface**

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| TASK(s) | **Actors** | Time frame |
| *Establish and carry out the work of Task Forces according to the criteria of the Open Call* | **VP-TF**, Board | Periodically |
| *Identify future policy needs* | **Forest Foresight Advisory Group** (FFAG) | Periodically |

* **Create an electronic repository of recent analyses to answer questions on forest trends and issues**

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| TASK(s) | Actors | Time frame |
| *Relate IUFRO activities and knowledge products to the 5 strategic themes and make the information accessible on the website* | **Officeholders**, IUFRO HQ | Continuous |

* **Strengthen education on forests**

***Actions:***

* **Enhance collaboration and cooperation with international and regional university and deans' associations, education networks and student associations**

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| TASK(s) | Actors | Time frame |
| *Identify relevant institutions, networks and associations* | **IFSA/IUFRO Joint Position** | Starting from 2015 |
| *Organize a major event on education on forests* | **Board,** in colla-boration with relevant partners | To be decided |

* **Encourage linkages between educational bodies and IUFRO scientists and member organizations**

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| TASK(s) | Actors | Time frame |
| *Contribute up to date scientific content to existing forest-related educational programs* | **SPDC**, PNs | On-going |

* **Establish a joint mechanism with the International Forestry Students' Association to promote the further development of forest and forestry education**

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| TASK(s) | Actors | Time frame |
| *Invite IFSA to work with relevant IUFRO Units to prepare and submit a proposal for a Joint Task Force* | **Board**, VP-TF | January 2015 |

1. As approved by the IUFRO Board at its meeting on 15-16 April 2015 in Vienna, Austria [↑](#footnote-ref-1)