

IUFRO Strategy 2015-2019
Action Plan, Draft

EB 4/2015 Doc 13.2

4 March 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**

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

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

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

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

TASK(s)	Actors	Time frame
<i>Organize Regional Congress for Asia-Pacific in 2016</i>	Host organization , IUFRO HQ	2015-2016

<i>Include outcomes of regional directors' meetings or similar events into the work of Directors' Forum</i>	SP Directors' Forum , regional partners	2017
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- **Identify emerging areas of research**

Actions:

- **Establish a foresight mechanism**

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

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

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

TASK(s)	Actors	Time frame
<i>IUFRO units to take into account the 5 themes and associated emphasis areas in their activities</i>	Officeholders	Starting from 2015

<i>Utilize the new functionality of the IUFRO website, where each page, document, picture and text element can be given a theme tag</i>	Officeholders, IUFRO HQ	Starting from 2015
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➤ **Promote interdisciplinary research and cooperation within the IUFRO structure**

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

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

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

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

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

<i>Develop collaborative activities with these organizations</i>	Board, Officeholders, MC	On-going
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➤ **Fill thematic gaps in the IUFRO structure**

TASK(s)	Actors	Time frame
<i>Review divisions' structures at regular intervals and establish new units when needed</i>	DCs, Officeholders	Annually
<i>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)</i>	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**

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

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

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

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

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

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

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

Actions:

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

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

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

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

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

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

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

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

- **Disseminate information about research findings**

Actions:

➤ **Increase visibility of research findings on the IUFRO website, and via other information services**

TASK(s)	Actors	Time frame
<i>Promote existing channels of dissemination</i>	IUFRO HQ, DCs	On-going

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

TASK(s)	Actors	Time frame
<i>Continue providing free access to IUFRO knowledge products</i>	IUFRO HQ	On-going

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

TASK(s)	Actors	Time frame
<i>Revise existing documents related to publication strategy</i>	PC , Board	2015-2016
<i>Survey needs of scientists, students and stakeholders regarding IUFRO knowledge products and cooperation</i>	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**

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

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

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

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

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

TASK(s)	Actors	Time frame
<i>Relate IUFRO activities and knowledge products to the 5 strategic themes and make the information accessible on the website</i>	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**

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

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

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

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

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