

IUFRO ENLARGED BOARD
VIRTUAL MEETING
9-11 September 2020



IUFRO STRATEGY ACTION PLAN

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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.

Actions	Unit(s) responsible	Measures of progress
1. Convene IUFRO Regional and major events in between IUFRO World Congresses	MC, Board, Secretariat, SPDC, Member Organizations	At least one Regional Congress is convened by IUFRO between IUFRO World Congresses
2. Encourage meeting organizers to enable virtual participation in IUFRO-sponsored meetings	Divisions, RGs, WPs, Task Forces	An increasing number of conferences with virtual participation is reported by responsible Units
3. Provide highlights from major IUFRO events (including World Congress) online	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
4. Develop an ‘excellence initiative’ promoting top early-career researchers in IUFRO	Vice-President for Divisions, MC, Board, Division Coordinators	A pilot of an excellence initiative is successfully launched, and seed funding is mobilized
5. Develop a ‘junior officeholder’ scheme of Divisions and Task Forces, in order to nurture and support talent	MC, Board, Division Coordinators, Task Force Coordinators	A ‘junior officeholder’ scheme of Divisions and Task Forces is launched
6. Develop a format for awards at the level of RGs and WPs aimed at recognizing excellent scientific contributions by early-career researchers	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

7. Continue with and expand training opportunities for forest researchers in economically disadvantaged regions	SPDC	The total number per year of researchers in economically disadvantaged regions who benefit from IUFRO-led training measures increases
8. Expand Young Scientists Initiative (YSI) to increase learning opportunities particularly for young scientists from economically disadvantaged regions.	IUFRO-SPDC, IUFRO Member Organizations	The total number per year of mobility grants provided by YSI increases
9. Continue to engage researchers from economically disadvantaged regions to contribute to scientific syntheses and publications	GFEP Programme, WFSE, Divisions, RGs, WPs, Task Forces	Around one third of authors represent economically disadvantaged regions
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	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.

Actions	Unit(s) responsible	Measures of progress
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	Divisions, Task Forces, RGs, WPs	State of the art Articles or collection of Articles published by Divisions, RGs, WPs and Task Forces
12. Develop a procedure, and identify related mechanisms for periodically identifying emerging areas of research	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
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	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
14. Convene events on emerging areas of research common to all or several Divisions (RGs and WPs) and Task Forces	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
15. Continue to collaborate with strategic partners in identifying trends and developments impacting forests and people	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.

Actions	Unit(s) responsible	Measure(s) of progress
16. Promote collaboration across IUFRO Divisions and with Task Forces, including cross-divisional IUFRO events	Divisions, Research Groups, Task Forces	Number of IUFRO event organized and conducted by multiple units of IUFRO is significantly increased
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	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
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)	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
19. Engage IUFRO actively in national and international meetings organized by other scientific societies and organizations	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.

Actions	Unit(s) responsible	Measure(s) of progress
20. Develop and implement an IUFRO communication strategy and action plan	HQ, Enlarged Board, IUFRO Officeholders	The communication strategy and action plan are adopted by the Board
21. Encourage organizers of IUFRO meetings/events to invite IC members, or IC members to volunteer to participate/become active in significant events	IUFRO Units, IC members, HQ	Number of IC members actively involved in IUFRO-sponsored meetings is known and increased
22. Establish Terms of Reference for IC members and distribute among them	MC, HQ	ToR for IC distributed to all representatives and alternate representatives of the IC
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	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
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	Officeholders with support from HQ	Testimonials by officeholders
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	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
26. Conduct periodic virtual all-Division business/administrative meetings to introduce IUFRO rules and procedures, share progress, exchange ideas, etc.	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.

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

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

33. Encourage more activities and events in less-well-represented regions	Divisions, RGs, WGs, Task Forces, SPPs	Number of meetings held outside of North America and Europe in the Board period is increased by 10%
34. Collaborate with regional, local organizations that are not yet IUFRO members to co-organize and co-host IUFRO events in under-represented regions	Divisions, Task Forces, HQ	Number of partner organizations in under-represented regions is increased
35. Support youth engagement and mentoring and further enhance collaboration with the International Forestry Students' Association (IFSA)	Divisions, RGs, WPs and Task Forces	Number of IUFRO meetings Involving IFSA or joint IFSA-IUFRO events is increased
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	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.

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

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	IC, President’s Nominees, HQ	Number of members is increased (add concrete percentage?)
40. Use major IUFRO events for systematically identifying potential new members, including ‘non-traditional’ research organizations, and reach out to them.	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

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

range of officeholders to participate in relevant activities	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.

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

Actions	Unit(s) responsible	Measure(s) of progress
52. Foster international networking on forest education	Joint IUFRO-IFSA Task Force on Forest Education, Directors' Forum	The number of additional education structures joining the network increases
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	Divisions, RGs, WPs, and Task Forces	Report of meeting activities specifically aimed to increase 'student-researcher' interactions

<p>54. Promote innovative education methods and tools that incorporate new technologies (e.g., augmented and virtual reality)</p>	<p>Joint IUFRO-IFSA Task Force on Forest Education, RG on Forest Education – in collaboration with IUFRO member organizations and partners</p>	<p>Information about innovative education methods and tools is collected and shared through various platforms and events</p>
<p>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</p>	<p>HQ, Joint IUFRO-IFSA Task Force on Forest Education, IUFRO-SPDC’s Young Scientists Initiative</p>	<p>By the end of this term, a partnership is in place allocating at least one scholarship per year</p>
<p>56. Create a Global Forest Education Platform (OPFE) and Launch a Joint Initiative under the Aegis of the Collaborative Partnership on Forests</p>	<p>HQ, Joint IUFRO-IFSA Task Force on Forest Education, RG on Forest Education – in collaboration with FAO and ITTO</p>	<p>An OPFE prototype is created and a joint CPF Initiative on forest education is launched</p>
<p>57. Foster collaboration with organizations and employers in fields related to forests, to help reflect on the main challenges in forest education</p>	<p>Division 6, Joint IUFRO-IFSA Task Force on Forest Education – in collaboration with IFSA and EFI</p>	<p>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.</p>