

IUFRO STRATEGY ACTION PLAN 2020-2024

(updated in December 2022)

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

IUFRO is recognized and acknowledged for its leading global role in forest science. The thematic structure of IUFRO provides a comprehensive framework for advancing the state of knowledge and promoting research excellence in tackling the multiple biophysical, social and economic problems facing the world today. In order to maintain and further enhance its role as a global leader, IUFRO will strive to improve capacities for science cooperation, address emerging issues in a proactive manner, and increase collaboration with other scientific disciplines.

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 to enable diverse representation across the globe and reduce the carbon footprint	Divisions, RGs, WPs, Task Forces	A 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 a 'junior officeholder' scheme of Divisions and Task Forces and/or test the concept, in order to nurture and support talent	Division Coordinators, Task Force Coordinators	A 'junior officeholder' scheme is launched and/or the concept is tested within Divisions and Task Forces

5. Develop awards at the level of RGs and WPs aimed at recognizing excellent scientific contributions by early-career researchers	Divisions, RGs, WPs in collaboration with Honours and Awards Committee	A growing number of IUFRO Units creates awards
6. 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
7. Expand the Short Scientific Visit (SSV) Initiative 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 SSV increases
8. 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
9. 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
10. 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, and solutions if possible	Divisions, Task Forces, RGs, WPs	State of the art Articles or collection of Articles published by Divisions, RGs, WPs and Task Forces
11. Periodically identifying emerging areas of research	Enlarged Board, Divisions; RGs, WPs,	A general consensus is established on protocol/procedure for identifying

	IUFRO-WFSE, HQ	emerging areas A list of emerging areas is identified and provided periodically
12. 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
13. 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
14. 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
15. Promote collaboration across IUFRO Divisions and with Task Forces, including cross-divisional IUFRO events	Divisions, Research Groups, Task Forces	Number of IUFRO events organized and conducted by multiple units of IUFRO is increased
16. 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

17. 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)	IUFRO Officeholders in coordination with HQ	IUFRO officeholders participating in global science review and synthesis processes, such as IPBES, IPCC, UNCCD SPI, and GPFLR, is documented
18. Engage actively and/or represent IUFRO in major national and international meetings organized by other scientific societies and organizations	President, VPs, Coordinators of Divisions, and TFs	IUFRO 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
19. Implement an IUFRO communication strategy and action plan	HQ, Enlarged Board, IUFRO Officeholders	The communication strategy is implemented
20. Encourage organizers of IUFRO meetings/events to invite IC members, or IC members to volunteer to participate/become active in significant events	HQ, IUFRO Units, IC members	IC members are actively involved in IUFRO-sponsored meetings
21. 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

<p>22. Engage heads of member organizations more systematically in developing views and associated briefing documents on the management of forest research and strategic research priorities</p>	<p>Directors' Forum, President, HQ</p>	<p>The Directors Forum involves at least 20 per cent (around 120 people) of all heads of member organizations, covering all regions;</p> <p>The Director Forum meets at least once a year</p>
<p>23. 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</p>	<p>HQ with support from IUFRO Officeholders</p>	<p>Testimonials by officeholders</p>
<p>24. Identify and assess new ideas/tools, including virtual mechanisms, to enhance communications within the network involving Divisions, Research Groups, Working Parties and Task Forces</p>	<p>HQ in collaboration with the Board, , Divisions, RGs, WPs, Task Forces and SPPs</p>	<p>New (virtual) tools are identified, tested, and experiences shared among officeholders</p> <p>Feasible tools are incorporated in a communication toolkit for officeholders</p>
<p>25. Conduct periodic virtual all-Division business/administrative meetings to introduce IUFRO rules and procedures, share progress, exchange ideas, etc.</p>	<p>Divisions, RGs, WPs</p>	<p>At least two virtual 'all-division' business/administrative meetings are organized per Division, with one at the very beginning of the Board term.</p>
<p>26. Redevelop the IUFRO website, taking into account differences in use and accessibility</p>	<p>HQ in consultation with officeholders and member organizations</p>	<p>IUFRO website is redeveloped and re-launched in accordance with the roadmap document</p>
<p>27. Further enhance targeted social media presence, taking into account regional differences in use and accessibility of related tools</p>	<p>HQ in consultation with officeholders and member organizations</p>	<p>Various IUFRO's social media are accessible in all regions</p>
<p>28. Ensure provision of latest information by IUFRO Units in order to keep IUFRO website up to date and relevant</p>	<p>Divisions, RGs, WPs, Task Forces and SPPs</p>	<p>The website is kept up-to-date and provides latest information</p>

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
29. Significantly further improve gender balance of Division, RG and WP Coordinators	Division Coordinators, RG and WP Coordinators	Representation of women as officeholders (end of 2014-2019 period to present) is increased
30. 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
31. 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
32. Encourage more activities and events hosted 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%
33. Promote collaboration with regional, local organizations that are not yet IUFRO members to co-organize and co-host IUFRO events in under-represented regions	President, VPs, HQ	Number of events organized with partner organizations in under-represented regions is increased
34. 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 Meetings/formats enable meaningful engagement of youth
35. Identify opportunities for PhD students and early-career researchers and 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 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
36. Enhance IUFRO’s value for members by proactively assessing the needs and priorities of IUFRO member organizations	President, HQ, Directors Forum	Periodically solicit views from IUFRO members through surveys
37. 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 surveys, etc.)
38. 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, especially in under-represented regions
39. Use major IUFRO events for systematically identifying potential new members, including ‘non-traditional’ research organizations, and reach out to them.	HQ in collaboration with Division Coordinators, President’s Nominees	Number of members is increased, in all regions

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
40. Prioritize IUFRO's participation in international and transnational policy processes	President, HQ (GFEP, WFSE), Board	A methodology for prioritization is established and applied
41. 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
42. Further increase awareness of officeholders about IUFRO activities at the science-policy interface and extend opportunities to a broader range of officeholders to participate in relevant activities	IUFRO Science-Policy Programme, President, HQ	A mechanism is in place to match opportunities to participate in policy dialogues with officeholders with expertise.

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
43. 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
44. Strengthen collaboration and partnership between major groups of society, including the private sector, and the forest science community	HQ, President, Divisions, RG, WP, Task Forces	The number of collaborative activities with the major groups of society, including the private sector, is increased
45. Develop a communication structure for continuously sharing scientific knowledge with decision-makers and the public at large	HQ, SPPs, RG 9.01.00 "Information and Communication" (and its WPs)	A communication structure is successfully established
46. Further continue to produce short communication pieces (e.g. podcasts, short videos) 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. Pieces in different languages are complemented.

47. 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
48. 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
49. 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
50. 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
51. Enhance involvement of students in IUFRO events and other IUFRO activities	Divisions, RGs, WPs, and Task Forces	Examples of IUFRO events and projects involving students
52. Promote the development and sharing of improved education materials, tools and methods	Joint IUFRO-IFSA Task Force on Forest Education, RG 6.09.00 on Forest Education – in collaboration with IUFRO member organizations and partners, including CPF Joint Initiative on Forest Education	Information about improved education materials, tools and methods is shared through various platforms and events

<p>53. 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 Short Scientific Visit (SSV) Initiative</p>	<p>By the end of this term, a partnership is in place allocating at least one scholarship per year</p>
<p>54. Launch a Joint Initiative under the Aegis of the Collaborative Partnership on Forests ,CPF</p>	<p>HQ, Joint IUFRO-IFSA Task Force on Forest Education, RG 6.09.00 on Forest Education – in collaboration with CPF members</p>	<p>A CPF Joint Initiative on Forest Education is launched</p>
<p>55. Promote international collaboration towards making forest education more inclusive and responsive to the diverse needs of stakeholders</p>	<p>Joint IUFRO-IFSA Task Force on Forest Education, RG 6.09.00 on Forest Education – in collaboration with IUFRO member organizations and partners, including CPF Joint Initiative on Forest Education</p>	<p>Information about diversity in forest education is shared through various platforms and events</p>