

**Meeting of the EFI Scientific Advisory Board**

**30-31 January 2018**

**Bonn, Germany**

**Background material**

**Item 1** Opening of the meeting and adoption of the agenda

- Agenda

**Meeting of the evaluation team of the EFI Network Fund**  
**Tuesday 30.1.2018**

*Facilitator: Robert*

0900-1100	Evaluation of the EFI Network Fund proposals
<b>1100-1130</b>	<b>Refreshments</b>
1130-1330	Evaluation of the EFI Network Fund proposals continues
<b>1330-1430</b>	<b>Lunch, Canteen Deutsche Welle</b> <b>(note: time cannot be changed)</b>

**Meeting of the EFI Scientific Advisory Board**  
**Tuesday 30.1.2018**

*Chair: SAB Chair / Vice-Chair*

<b>Time</b>	<b>Agenda item</b>	<b>Min. actions / decisions</b>	<b>Presentations</b>	<b>Background material</b>
1430-1450	<b>Item 1</b> Opening of the meeting and adoption of the agenda	Accepting the agenda	Participants introducing themselves	Agenda
1450-1500	<b>Item 2</b> Follow-up of the previous meeting minutes	Follow-up		Decisions and action points of 12.12.2017 mtg
1500-1515	<b>Item 3</b> Election of the SAB Chair and Vice-Chair	Decision on the Chair and Vice-Chair		SAB RoP
1515-1530	<b>Item 4</b> Evaluation of RUSFOR and SURF	Decision on evaluators	Elena /Robert	Time schedule of the evaluation
1530-1550	<b>Item 5</b> Evaluation of SSV grants	Decision on evaluator/s	Robert: presentation	Time schedule of the evaluation Call text
1550-1620	<b>Refreshments</b>			
1620-1640	<b>Item 6</b> MDTF – Multi-donor Trust Fund	Decision on the MDTF representative	Lauri/ Elena / Robert: Overall presentation of the MDTF, next meetings	

1640-1700	<b>Item 7</b> SAB Work Plan	Decision of the updates		Work Plan
1700-1715	<b>Item 8</b> EFI Strategy		Robert: presentation	EFI strategy Strategy implementation plan
1715-1730	<b>Item 9</b> Closing of the meeting			
1930	<b>Dinner</b>			

**Meeting of the EFI Scientific Advisory Board (SAB)  
and  
Research and Policy Support Coordination of EFI (REPSCO)  
Wednesday 31.1.2018**

	<b>Chair: SAB Chair/ Vice-Chair</b>			
<b>Time</b>	<b>Agenda item</b>	<b>Min. actions / decisions</b>	<b>Presentations</b>	<b>Background material</b>
0900-0910	Welcome speech representative of BMEL		Thomas or Mathias (presentation)	
0910-0920	<b>Item 01</b> Opening and accepting the agenda	Accepting the agenda	SAB Chair/ Vice-Chair	Agenda
0920-1045	<b>Item 02</b> EFI Units development plans (15 min presentation + 10 min for discussion) <i>Introduction (920-930)</i> <i>Bioeconomy (930-955)</i> <i>Resilience (955-1020)</i> <i>Governance (10-20-1045)</i>		Robert, Pekka, Georg, Lukas	EFI Strategy Strategy implementation plan
1045-1115	<b>Refreshments</b>			
1115-1300	<b>Item 02</b> continues <i>Planted Forests (1020-1045)</i> <i>Mediterranean Forests (1115-1145)</i> <i>F&amp;R (1145-1210)</i> <i>Policy Support (1210-1235)</i> <i>Final discussion</i>		Christophe, Inazio, Jussi, Lauri	
1300-1400	<b>Lunch</b> (Marriott / Konrad'd restaurant)			

1400-1545	<b>Item 03</b> Research Networks (15 min presentation + 10 min for discussion) <i>Introduction (1400-1410)</i> <i>Bioeconomy (1410-1435)</i> <i>Governance (1435-1505)</i> <i>Resilience (1505-1530)</i> <i>Final discussion</i>		Robert, Camilla, Bernhard, Georg	
1545-1615	<b>Refreshments</b>			
1615-1715	<b>Item 04</b> Forest bioeconomy research capacity and innovation mapping study (Robert)		Robert	
1715-1730	<b>Item 05</b> AOB		SAB Chair/ Vice-Chair	
1730-1745	<b>Item 06</b> Closing of the meeting		SAB Chair/ Vice-Chair	
<b>Free evening</b>				

**Item 2** Follow-up of the previous meeting minutes

- Decisions and action points of 12.12.2017 mtg

**Item 02** Follow-up of the previous minutes. Decisions and action points of 12.12.2017 meeting.

**Item 1** Opening of the meeting and adoption of the agenda

**Decisions:**

1. Follow-up of the previous meeting minutes will be added into the next meetings as a permanent item. => *done*
2. The agenda was adopted. => *no actions*

**Item 2** Shortlisting the SAB member candidates

- **Decision:** The SAB presents to the Board the shortlist of the candidates as agreed in a separate documentation. => *actions made according to the decision*

**Item 3.** Final evaluation of the MOUNTFOR

- **Decision:** The evaluation report is accepted as it is. The Secretariat will forward it appropriately to the Board and to the MOUNTFOR for further actions. => *actions made according to the decision*
- **Recommendation:** The lessons learned from the PCs should be shared amongst the PCs/ future RNs and projects, e.g. for improving administration. => *recommendation passed to the management and the secretary of the Board.*

**Item 4.** EFI Network Fund call => *actions made according to the decisions*

**Decisions:**

1. The Secretariat will add the following points to the rationale:
  - a. An evaluator is a person evaluating the proposal.
  - b. An applicant is the responsible scientist, the main contact person of each partner organisation in the proposal.
  - c. The responsible scientist from each partner organisation should not have any close collaboration with the evaluator in the last 3 years.
2. The tentative maximum number of proposals per evaluator is 5, however, by the evaluators' own decision s/he may have more proposals to evaluate.
3. Robert and Katriina will make the first distribution of evaluators under each theme (bioeconomy, resilience, governance)/ proposal. The SAB members will confirm the distribution and inform of any conflicts of interest.  
=> *actions made according to the decisions.*

**Item 5.** Multi-donor Trust Fund

**Item 5.1** Suggestions for EFI science-policy study authors

**Action:** Suggestions for authors should be submitted to Lauri by 19.1.2018 with bullet points indicating why the suggested authors are important for the study.

**Item 5.2** Selecting the representative for the next SC meeting in Warsaw

**Decisions:**

1. The new SAB policy and governance expert member is appointed as the SAB representative to the Warsaw meeting. In case s/he is not available, the SAB Chair will substitute.
2. Katriina will share the link to the MDTF information with the SAB members. => *done by email 15.12. to SAB members, 22.12.2017 to Maria.*
3. The SAB members are welcomed to submit topic suggestions in the form of concept note to Lauri by 19.1.2018. Katriina will share the invitation with the SAB members. => *email sent on 15.12.2017.*

**Item 6** AOB, **Item 6.1** Next meetings, **Item 7.** Closing of the meeting => *no decisions / actions*

**Item 3** Election of the SAB Chair and Vice-Chair

- SAB Rules of Procedure



**EUROPEAN FOREST INSTITUTE**

**SCIENTIFIC ADVISORY BOARD**

**RULES OF PROCEDURE**

**ADOPTED BY THE BOARD OF THE EUROPEAN FOREST INSTITUTE**

[24 April 2017]

## **RULE 1     PURPOSE AND GUIDING PRINCIPLES**

- 1.1. The Scientific Advisory Board (“SAB”) of the European Forest Institute (“EFI”) has been established to contribute to research and policy support activities of EFI.
- 1.2. The work of the SAB shall be guided by the following principles:
  - **Quality:** contribution to the quality of EFI’s research and policy support activities and outputs
  - **Transparency:** contribution to the enhancement of processes at EFI
  - **Networking:** helping to mobilize the EFI network
  - **Pro-activeness:** striving to identify, at early stage, important areas of engagement within EFI’s strategic framework.

## **RULE 2     MEMBERS AND CHAIR**

- 2.1. SAB shall have seven members, all appointed by the Board of EFI (“Board”), for a period of three years. A member can be appointed for a second period of three years.
- 2.2. Members of the SAB shall be appointed as the need therefore arises. Appointments are decided in ordinary meetings of the Board unless otherwise necessary due to extraordinary circumstances.
- 2.3. The members of the SAB shall be high level experts in their fields, committed to the work of the SAB.
- 2.4. The members of the SAB shall be appointed based on the following criteria – as required by the work and the existing composition of the SAB:
  - I. Scientific competence and policy support experience
  - II. Gender balance
  - III. Geographical balance
  - IV. Diversity of research fields

The Board shall decide on calls for applications for appointment as member of the SAB. Before the Board’s decision on the call the SAB shall provide its opinion as to the desired profile of new members of the SAB.

Following a call published through the appropriate channels, any person, with exception of EFI staff members, shall be allowed to apply.

Applications shall be submitted to the Secretariat of EFI (“Secretariat”) and shall, to be considered eligible, include a letter of interest and commitment signed by the candidate and the curriculum vitae of the candidate.

A committee, consisting of three SAB members, will examine the eligibility of all applicants and prepare a preliminary order of preference of the eligible candidates. The preliminary order shall be accompanied by a brief reasoning for that order. The

reasoning shall also address the reason for finding any candidate not eligible.

SAB shall decide on the final order of preference of the eligible applicants. The order of preference, including a reasoning for that order, and the letter of interest and curriculum vitae of all eligible candidates shall be sent to the Board.

Members of the SAB serving their first term shall, instead of applying according to the above, notify the Board and the Chair of SAB in writing of their willingness to serve for a second period.

- 2.5. The SAB shall elect one of its members to be Chair and one of its members to be Vice-Chair.
- 2.6. In the absence of the Chair, the Vice-Chair shall perform the functions of the Chair.
- 2.7. The Chair and the Vice-Chair shall serve for a period of one year. To ensure continuity in the work of the SAB, the Chair and Vice-Chair can be re-elected. A member can serve a maximum of three years as Chair or Vice-Chair.
- 2.8. The Chair shall convene each meeting of the SAB, declare the opening and closing of these meetings, preside at all meetings of the SAB, declare outcome of voting, and ensure observance of these Rules, as well as to decide all questions of order raised at meetings of the SAB subject to the right of any SAB member to request that any such ruling by the Chair shall be submitted to the SAB for decision by vote. The Chair shall be the main liaison with the Board.
- 2.9. The Board shall decide on remuneration for the Chair.
- 2.10. A member of the SAB can resign following a written and signed statement to the Board Chair and the Chair of the SAB. Resignation will take effect immediately upon the Board Chair having received the statement.
- 2.11. The Board may dismiss any member of the SAB for breach of the obligations as a member, such as non-participation in the work or breaching the code of conduct in rule 10. The Board shall consult the SAB before any such decision is made.

### **RULE 3    TASKS**

- 3.1. The SAB supports the following tasks:
  - 1) Advise on EFI Policy support activities
    - Participation in the identification of policy support relevant topics and activities
    - Advising the Policy Support coordinator on selection of study team members and reviewers
    - Participation in the review of EFI policy support publications, when appropriate
  - 2) Advise on EFI Research activities

- Identification of relevant future research topics
  - Participation in the review of internal EFI funded studies
  - Participation in panels for evaluation of EFI research fund funded proposals
  - Participation in EFI Short Scientific Visit grants application evaluation
  - Participation in the identification of EFI Conference scientific seminar topics
- 3) Other tasks, when requested by the Board or the Secretariat
- Participation in EFI tender processes
  - Participation in the recruitment processes for EFI senior researchers
  - Participation in the evaluation of EFI network instruments for regional or thematic interaction with the Associate Members
  - Participation in Steering Committees related to EFI's work
- 3.2. When appropriate the SAB can adopt opinions, reports, conclusions and recommendations. This can take place in meetings or through exchanges in writing.
- 3.3. The SAB shall annually prepare a work plan and report to the Board on its activities.
- 3.4. Any Member of the SAB shall appear at Board meetings and other meetings at the request of the Board and the Secretariat.
- 3.5. The SAB may establish subsidiary bodies as it may deem necessary for the study of, and reporting on, any item on its agenda. The Secretariat shall arrange for instructions to be set up for the proper functioning of a subsidiary body thus established.

#### **RULE 4 ADMINISTRATIVE SUPPORT**

- 4.1. The Secretariat shall provide administrative support for the preparation, organisation and implementation of activities of the SAB.
- 4.2. The administrative support shall be provided through an EFI staff member appointed by the Director of EFI ("Director").
- 4.3. Any communication by the members of the SAB acting in that capacity, other than communication between SAB members, shall only be made through the EFI staff member appointed to provide administrative support. The Secretariat shall be kept informed of all communication between SAB members acting in that capacity, unless otherwise necessary due to extraordinary circumstances.

#### **RULE 5 MEETINGS**

- 5.1. The SAB shall meet in an ordinary meeting at least once every year.
- 5.2. At each ordinary meeting, the preliminary date and place for the next ordinary meeting shall be decided, to be finally decided by the Chair. The Secretariat shall send a notification of the meeting to the SAB members no later than 60 calendar days

before the opening day of the meeting.

- 5.3. An extraordinary meeting of the SAB shall be convened at any time as decided by the Chair, or at the request of any other SAB member provided that such a request is approved by a simple majority of the SAB members. If not otherwise decided by the SAB, time and place of the extraordinary meeting shall be decided by the Chair.
- 5.4. Meetings may be held by teleconference or videoconference.
- 5.5. The meetings of the SAB shall be held in private, unless the SAB decides otherwise. However, the Director or one or more staff members designated by the Director may participate in the meetings if not otherwise decided by the SAB. The Director and the designated staff members may make oral or written statements concerning any question under consideration.

## **RULE 6     AGENDA AND SUPPORTING DOCUMENTATION**

- 6.1. The Secretariat shall in consultation with the Chair draft the provisional agenda for the meetings of the SAB.
- 6.2. Items may be placed on the provisional agenda at the request of the Board, a SAB member, or the Secretariat.
- 6.3. The Secretariat shall prepare the supporting documentation for SAB meetings.
- 6.4. For an ordinary meeting, the provisional agenda and the supporting documentation shall be made available by the Secretariat to the SAB members at least fourteen calendar days before the ordinary meeting.

To be considered at the SAB meeting, any supporting documentation shall be received by the Secretariat not later than twenty calendar days before the opening day of the meeting. The Chair may decide that background documentation submitted later than this but before the provisional agenda and supporting documentation is made available to the SAB members shall be considered at the SAB meeting.

After submission of the provisional agenda, supporting documentation may only be submitted during the meeting.

- 6.5. For an extraordinary meeting, the provisional agenda and, to the extent possible, the supporting documentation shall be made available by the Secretariat to the SAB members with the request for the convocation of an extraordinary meeting.
- 6.6. At the beginning of each meeting the SAB shall adopt the agenda. During meetings the SAB may revise the agenda by adding, deleting, deferring or amending items.
- 6.7. Supporting documentation submitted during a meeting may, with the consent of all SAB members present, be considered at the meeting.

## **RULE 7 VOTING**

- 7.1. The SAB shall aim at consensus in its decision-making. If a decision cannot be made by consensus, the decision shall be made by voting.
- 7.2. The members present constitute a quorum for voting when the Chair, and in his/her absence the Vice-Chair, and three other SAB members are present.
- 7.3. Decisions shall be taken by a simple majority, with each SAB member having one vote. In the event of a tie, the vote of the Chair shall be decisive.
- 7.4. Voting shall be conducted openly, unless secret ballot is called for by any of the SAB members.
- 7.5. Between meetings of the SAB decisions may be taken by a written vote. Quorum is reached when the Chair and three members have thus voted.

## **RULE 8 MINUTES**

- 8.1. The Director shall appoint a staff member to be the Secretary of the SAB.
- 8.2. The Secretary shall produce written minutes of each meeting which shall be the formal record of all decisions taken. The draft minutes shall be made available to all SAB members within 14 calendar days of the meeting.
- 8.3. The minutes shall be considered as accepted if, within 14 calendar days from having been made available, no SAB member or the Director has objected in writing with respect to the accuracy of the draft minutes.
- 8.4. The Secretary shall make the accepted minutes available to all the SAB members.
- 8.5. Any SAB member, and the Director or the designated staff member, may request that the views he expressed at a meeting is recorded in the minutes thereof.

## **RULE 9 COMMUNICATION AND DISCLOSURE OF DOCUMENTATION**

- 9.1. The Secretariat shall make the minutes available after the meeting.
- 9.2. All supporting documentation for a meeting shall be made available after a meeting unless otherwise decided by the SAB.

## **RULE 10 CODE OF CONDUCT**

### General conduct

- 10.1. In carrying out their duties, the members of the SAB shall perform their duties in a manner to maintain and enhance the confidence and trust in the integrity, objectivity and impartiality of EFI and the SAB, and act in the best interest of the scientific

advisory process.

- 10.2. SAB members shall represent the position of the SAB. If having to express a personal opinion, it shall be clearly indicated that the opinion is personal.
- 10.3. Having represented the SAB, the members shall report back to the SAB on all matters of importance.

#### Conflict of interests

- 10.4. A SAB member may not participate in any preparations, discussions, deliberations or decision-making where he is subject to a conflict of interests or is likely to become subject to a conflict of interests.
- 10.5. A conflict of interests exist where the impartial and objective exercise of a SAB member's function is compromised for reasons involving family, political or national affinity, economic interest, other shared interest with another party, or for a similar reason.

#### Confidentiality

- 10.6. A member of the SAB who in his or her duties is provided with confidential information shall not disclose such information or use it for his or her own, or any third party's benefit.

### **RULE 11 LANGUAGE OF THE SAB**

- 11.1. The working language of the SAB shall be English.

### **RULE 12 AMENDMENTS TO THE RULES OF PROCEDURE**

- 12.1. These Rules of Procedure may be amended by the Board.

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### **TRANSITIONAL RULES**

1. Any member serving on the SAB [24 April 2017] shall with derogation from rule 2.1. serve for the period of his or her appointment. If only having served one term, the member



may be appointed for a second term, of three years.

2. The current interim SAB Chair [24 April 2017] shall continue until the new SAB members are appointed and new SAB Chair is elected in 2018.

**Item 4** Evaluation of RUSFOR and SURF

- Time schedule of the evaluation

#### **Item 4** Evaluation of RUSFOR and SURF

##### **Tentative time schedule**

- September: RUSFOR and SURF mid-term evaluation reports sent to the evaluators.
- September-October: RUSFOR and SURF to update the mid-term evaluation report. The update is sent to the evaluators.
- November: SAB representatives work on evaluation and consult the RUSFOR and SURF representatives. Note: the consultations are not expected to be f2f.
- 30 November: evaluators submit the draft evaluation report to the SAB / Secretariat.
- December: SAB meeting to accept the evaluation report. The accepted evaluation report is sent to the EFI Secretariat.

##### **Further information**

- RUSFOR: <http://www.efi.int/portal/2981>
- SURF: [http://www.efi.int/portal/about\\_efi/structure/project\\_centres/surf/](http://www.efi.int/portal/about_efi/structure/project_centres/surf/)
- Project Centres: [http://www.efi.int/portal/about\\_efi/structure/project\\_centres/](http://www.efi.int/portal/about_efi/structure/project_centres/)

**Item 5** Evaluation of SSV grants 2018

- Time schedule
- Draft of the call text

## **Item 5** EFI Short Scientific Visit Grants 2018

### **Time schedule**

- 1.3. call published
- 28.3. dl for applications
- 20.4. evaluation results (evaluators: one Head and one SAB member)
- 26.4. evaluation results sent to applicants
- 14.5. applicants provide the acceptance letters and bank info
- June 17, 2018 – May 31, 2019 visits
- 4 weeks after visit: report, to be evaluated by the Head and Deputy Director

## EFI Short Scientific Visits 2018

### 1 BACKGROUND

EFI offers 10 grants for *Short Scientific Visits* (SSV) for Early Stage Researchers<sup>1</sup> from [EFI Associate and Affiliate Member organisations](#) as listed in the EFI website and with the membership fee of 2018 paid by 30.3.2018. These *Visits* provide a unique opportunity for interested candidates to get involved in international level forest research and research co-operation.

The aims of a *Short Scientific Visit* are to contribute to the scientific objectives of EFI and to strengthen the EFI network by allowing young scientists to: 1) visit an institution in another European country, 2) foster collaboration and 3) learn a new technique, use methods and tools not available in their own institution. The *Visits* should take place between June 17, 2018 and May 31, 2019.

The *Short Scientific Visit* should last for a minimum of 10 working days at the visiting organisation, weekends and public holidays are not counted as working days (10 days does not include travel to and from the visiting organisation).

The topic of the *Visit* should fall within one of the EFI priority research topics:

#### **I. Bioeconomy**

Sub-topics:

- I.a The future demand and supply of forest products, forest biomass and ecosystem services, and their implications for sustainable forest and land management, including afforestation and plantation forestry.*
- I.b Sustainability impact assessment and monitoring of forest-based products and services value chains.*
- I.c The future markets of increasingly diversified and cross-sectoral forest-based products and services as a result of socioeconomic and policy changes.*
- I.d The role of innovation and digitalisation, and policies affecting sustainable bioeconomy development*

#### **II. Resilience**

Sub-topics:

- II.a The impacts of global change and related risks on forest socioecological systems, and the strategies to enhance and restore their capacity to adapt and provide forest ecosystem services and products.*
- II.b Policies, strategies and management practices to enhance biodiversity in a rapidly changing environment, considering different regional and socioeconomic settings.*
- II.c Strategies and management practices to enhance the role of forests and trees in increasing the resilience of rural areas to climate change, including a better understanding of agroforestry.*
- II.d The role of urban forestry, nature-based solutions and wood construction in developing climate smart cities, better rural-urban interfaces and enhancing health and wellbeing in urban areas.*

#### **III. Governance**

Sub-topics:

- III.a Forest and land-use conflicts and synergies, including an understanding of key societal demands and the trade-offs between forest ecosystem services, products and land uses.*
- III.b The design of appropriate forest and land-use governance schemes, including new and innovative approaches to involve stakeholders, align diverging interests and seek synergies.*

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<sup>1</sup> Early Stage Researcher – is a researcher whose career has spanned less than 5 years between the date of the PhD/doctorate/MSc and the date of application for the EFI SSV Grant.

- III.c *The impacts of different supply chains and international trade, including agricultural commodities, for international forest governance, land-use conflicts and sustainable development.*
- III.d *European forest-related policies and forest governance, addressing both regional diversity within Europe as well as emerging global challenges and opportunities.*

## 2 DEADLINES

- Submission of application 28 March 2018, before 16:00 CET.
- Confirmation of receiving the application by EFI within 3 work days. If confirmation has not been received, please contact Katriina Pajari (katriina.pajari(at)efi.int)
- Applicants will be informed of the evaluation results in April 2018 (by EFI)
- Signed acceptance letter submitted by the applicant by the deadline indicated in the acceptance letter sent by EFI.
- Short Scientific Visit June 17, 2018 – May 31, 2019
- Report within 4 weeks after the *Visit* has ended

## 3 HOW TO APPLY

### Application

Candidates interested in a *Short Scientific Visit* should submit the application described below to katriina.pajari(at)efi.int by the deadline indicated under the item 2 Deadlines (see above). Only those applications containing all the required annexes and following the instructions will be considered for evaluation.

1. Application text (*see Annex 1*). Please note:
  - The application should be in one pdf with all annexes, named as SSV\_FirstnameLastnameCountry.pdf (e.g. SSV\_JarrSmithFI.pdf)
  - The application should be typewritten and dated
2. The following appendices are required:
  - Work plan of the Short Scientific visit (*see Annex 2*)
  - List of publications (if none, please state this) (*see Annex 2*)
  - Endorsement by applicant's host indicating i.a. tentatively agreed work plan and suitable dates (*see Annex 3*)
    - *Note: This is to ensure that the candidate has agreed with the host organisation the conditions of the Visit before submitting the application, and that the host organisation is committed to hosting the applicant.*
  - CV of the applicant
  - CV of the responsible person of the SSV at the Host organisation. This is to guarantee the relevant scientific expertise.

### Acceptance letter

After the evaluation procedure, EFI will send to the applicant an acceptance letter in which the grantee is informed about:

- the approval of the mission,
- the level of the financial grant given,
- a payment request form, and
- a request for submitting a photo for the website (not obligatory).

The applicant must return to EFI the hand-signed acceptance letter (by email and post), by the deadline indicated in the message.

### Report

After completion of the *Short Scientific Visit* the grantee has to issue a short scientific report on the *Visit*, which has to be submitted to EFI (attn. Katriina Pajari) within 4 weeks after his/her stay. It should contain the following information (see *Annex 4*):

- Short Scientific Visit Report, describing
  - The purpose of the *Visit*
  - The work carried out during the *Visit*, reflecting to the objectives indicated in the application
  - The main results obtained reflecting to the objectives indicated in the application
  - Future collaboration with host institution (if applicable)
  - Projected publications/articles resulting or to result from the *Short Scientific Visit* (if applicable)
  - Signed confirmation by the host institute of the successful execution of the mission
  - Other comments (if any)
- Annexed: Boarding pass / stamped travel tickets / signed attendance letter from host institution (in the case of electronic boarding pass / travel tickets)

## **4 EVALUATION CRITERIA**

The applicants are selected on a competitive basis according to the selection criteria stated below. Applicants will be informed of the outcome as soon as the selection process has been finalised.

The following criteria will be used in selecting successful candidates amongst those passing the technical eligibility check:

- relevance of the research topic;
- applicant's previous experience and work on the proposed research topic;
- overall quality of the work plan;
- feasibility of the work planned at the host institution;
- the relevant scientific expertise of the host representative responsible for the visit.

Applicants who have not been previously awarded a SSV grant will have preference.

## **5 FUNDING**

The financial contribution for a Short Scientific Visit will be a lump sum payment of 2,000€ which shall be paid in two instalments, 50% max one month in advance of the visit (unless acceptably justified and agreed otherwise) and 50% after approval of the visit report (see above item 3 How to apply, report).

The grant should cover travel and subsistence for a period of at least 2 weeks in the host institution (final duration of the visit should be decided between the awardee and the host institution as appropriate to the proposed work and informed to EFI).

## **6 HOST INSTITUTION**

The applicant is responsible for obtaining the agreement of the host institution before submitting his/her application.

Any European organisation is eligible to host the Short Scientific Visit, e.g. universities, research institutes, ministries, industrial organisations, etc. However, the *Visit* should support the academic career of the applicant and the tasks should be strongly linked to research.



## **7 CONTACT**

Should you have any questions, please contact Ms. Katriina Pajari; [katriina.pajari\(at\)efi.int](mailto:katriina.pajari@efi.int)

**ANNEX 1.**

**EFI SHORT SCIENTIFIC VISIT APPLICATION FORM**

Date

**PERSONAL DATA**

Family name (Surname):

First name (Given name):

Gender: ☐ Male ☐ Female

Date of birth (dd/mm/yyyy):

Nationality:

Degree (s) (PhD/doctorate/MSc) and dates they have been received:

Private address (street, no., floor):

Town:

Province:

Country:

P.O. Box:

Post code:

Tel. (Indicate country and area codes):

Fax (Indicate country and area codes):

E-mail address:

I have received SSV before: ☐ yes, year of the call \_\_\_\_\_

☐ no

**Motivation for applying for the *Short Scientific Visit* (max. 250 words)**

**PROJECT PROPOSAL**

**Title of the project:**

**Relevant EFI priority research sub-topic:**

**Home institution (name according to the list of EFI member organisations at EFI website), country)**

**Position at home institution**

**Host institution (name, country)**

**Please specify the dates at the host institution (dd/mm/yyyy)**

–

**Abstract of the project (objectives, methodology, data, time schedule) (max. 500 words):**

**HOST INSTITUTION DATA**

Contact person's name and surname:

Contact person's e-mail:

Name of the university/institution:

Department or Faculty:

Complete address:

Country:

Tel. (Indicate country and area codes):

Fax (Indicate country and area codes):

*I certify that to the best of my knowledge the information given is correct and I agree to inform of any modification*

*Date:*

*Signature:*

## ANNEX 2:

## WORK PLAN TEMPLATE

*(to be attached to the application)*

Please use the format below as applicable. The maximum length of the work plan is 3 pages (excluding cover page).

### A. Cover Page

## Technical Data

- Project title
- Date of preparation
- Contact person's name, title/affiliation and contact information

### B. Starting from page 2

## 1. Objective and outputs

- a. Objective
  - A clear specification of the main objectives of the project
- b. Output
  - Expected technical outputs (reviewed and other publications and articles, reports, seminars, technical improvements, etc.) of the project

## 2. Methodology

- Method(s) to be used
- Which data will be used and how will it be collected

### 3. Work plan

- Main activities and their timetable
- The workplan table below should be filled in, one line per activity in chronological order, to show the planned implementation of the *Visit*.

[illegible]

4. **Links to other relevant activities**

List here other recent or ongoing projects and activities of relevance to the proposed project.

5. **List of publications**

### ANNEX 3.

#### ENDORSMENT LETTER

**MUST BE ON OFFICIAL HEADED PAPER OF THE HOST UNIVERSITY/INSTITUTION**

OBJECT: Invitation for a *Visit* to our university/institution in the framework of *EFI Short Scientific Visit*

Dear Sir/Madam,

We hereby invite you to the *(name of the organisation)*, *(name of the Department/Faculty)*, from *day/month/year* to *day/month/year* (*XX working days*), in order to *(please give the purpose of the Visit)*. During your *Visit* at our university/institution, we will help you in carrying out the following activities:

*(List of activities to be carried out by the applicant)*

*(Add any practical arrangements/comments you deem necessary)*

For all matters linked to your *Visit*, you can contact *(name of contact person, with contact details)*

Yours sincerely,

SIGNATURE of the person legally authorised to represent the host university/institution

POSITION of the person legally authorised to represent the host university/institution

OFFICIAL STAMP or SEAL of the university/institution

## ANNEX 4.

### SHORT SCIENTIFIC VISIT REPORT

Based on the approved work plan, and following the structure of a scientific publication, it should contain the following information:

1. **Cover Page** Technical Data
  1. Project title
  2. Dates of the visit
  3. Granted person's name, title/affiliation and contact information
2. **Objectives** (Purpose of the *Visit*)
3. **Methodology**
4. Description of the work carried out during the *Visit* (include the work plan) and main **results** obtained
5. **Discussion**
6. **Conclusions**
7. **References**: bibliography, websites, etc.
8. **Future collaboration** with host institution (if applicable)
9. Projected **publications**/articles resulting or to result from the *Short Scientific Visit* (if applicable)
10. **Letter of Confirmation** by the tutor at the host institute of the successful execution of the mission (printed on official headed paper of the organisation):

*'Hereby I would like to inform that the above EFI Short Term Scientific Visit has been completed and the scientific report approved by the Host.*

*Name. Signature and Seal/stamp. Date'.*

11. **Abstract** of the Mission (max 350 words) for EFI website

**Other comments** (if any)

Annex: Boarding pass / stamped travel tickets / signed attendance letter from host institution (in the case of electronic boarding pass / travel tickets)

## Item 6 MDTF – Multi-donor Trust Fund

Web links:

- [MDTF Annual Reports](#)
- Information on EFI forest policy support activities is available at [http://www.efi.int/portal/policy\\_advice/](http://www.efi.int/portal/policy_advice/). E.g. the annual reports and evaluation reports of the Multi-donor Trust Fund (MDTF) are available through this site under 'our work'
- What Science can Tell Us  
[http://www.efi.int/portal/virtual\\_library/publications/what\\_science\\_can\\_tell\\_us/](http://www.efi.int/portal/virtual_library/publications/what_science_can_tell_us/)
- From Science to Policy  
[http://www.efi.int/portal/virtual\\_library/publications/from\\_science\\_to\\_policy/](http://www.efi.int/portal/virtual_library/publications/from_science_to_policy/)
- Policy Briefs [http://www.efi.int/portal/virtual\\_library/publications/policy\\_briefs/](http://www.efi.int/portal/virtual_library/publications/policy_briefs/)
- ThinkForest briefs [http://www.efi.int/portal/virtual\\_library/publications/thinkforest\\_briefs/](http://www.efi.int/portal/virtual_library/publications/thinkforest_briefs/)
- 'EFI Network News', 'Bioeconomy Investment Summit' and 'Science supporting policy-making' can be ordered at:  
<http://www.anpdm.com/form/48435B417246415F4071/41455D447848415D4571>
- Science Supporting Policy-making => (by email) if not received, please make an order at:  
[http://www.efi.int/portal/news\\_events/newsletter/](http://www.efi.int/portal/news_events/newsletter/)



**Item 7** SAB Work Plan

- Work plan

**EUROPEAN FOREST INSTITUTE  
SCIENTIFIC ADVISORY BOARD  
Annual Clock – important dates**

**Updated: 15.1.2018**

<b>January 2018</b>				
<b>Date</b>	<b>Activity</b>	<b>Place</b>	<b>SAB input</b>	<b>SAB members involved</b>
asap	Submission of the EFI Network Fund tenders to evaluators	electronic	Evaluation of the tenders	Evaluators: SAB members, Pekka Leskinen, Georg Winkel
16 (9-11 CET)	Evaluation Committee virtual mtg	Skype for Business	Evaluation of the tenders	Evaluators: SAB members, Pekka Leskinen, Georg Winkel
16	Submission of the f2f meeting material to SAB members	n.a.	n.a.	n.a.
30	Evaluation Committee mtg	Bonn, Germany	Evaluation of the tenders	Evaluators: SAB members, Pekka Leskinen, Georg Winkel
30	SAB f2f mtg	Bonn, Germany	<ul style="list-style-type: none"> <li>• Election of the Chair of the SAB</li> <li>• Election of the Vice-chair of the SAB</li> <li>• Decision on the evaluators of the RUSFOR and SURF</li> <li>• Decision on the evaluator of the SSV grants</li> <li>• Refinement of the 2018-2019 work plan</li> </ul>	all
31	SAB f2f mtg continues: SAB & REPSCO f2f mtg	Bonn, Germany	<p>Yes</p> <ul style="list-style-type: none"> <li>• EFI Unit development plans</li> </ul>	all
<b>February 2018</b>				
<b>Date</b>	<b>Activity</b>	<b>Place</b>	<b>SAB input</b>	<b>SAB members involved</b>
6-8	MDTF SC	Warsaw, Poland	Participation	representative
9	Funding decision (Board) of the EFI Network Fund grants	Virtual (tbc)	No	no
15	Communication to the applicants of the result of the EFI Network Fund grants	Email	No	no
28	Signing the grant agreements of the EFI Network Fund	n.a.	No	no

March 2018				
Date	Activity	Place	SAB input	SAB members involved
1(tbc)	Call for Short Scientific Visit (SSV) grants	Web, social media, emails, etc.	no	no
1	Start of the projects funded by the EFI Network Fund	n.a.	No	no
28 (tbc)	Deadline for submitting applications for the SSV grants	Email	No	No
April 2018				
Date	Activity	Place	SAB input	SAB members involved
6 (tbc)	Submission of the SSV grant applications to SAB evaluator	Sharing folder / email	Evaluation	evaluator
Tbc	SAB virtual mtg	Skype for business	Yes	all
18-19	Board meeting	Paris, France	Tbc	Chair (tbc)
May 2018				
Date	Activity	Place	SAB input	SAB members involved
26 (tbc)	Results of the SSV grants to the applicants	Email	No	no
Tbc (April-May)	ThinkForest	Madrid, Spain	participation	representative
June 2018				
Date	Activity	Place	SAB input	SAB members involved
17 (tbc)	Earliest start of the SSVs 2018	n.a.	No	no
July 2018				
Date	Activity	Place	SAB input	SAB members involved
tbc	Registration to the EFI Annual Conference Week	n.a.		all
August 2018				
Date	Activity	Place	SAB input	SAB members involved

September 2018				
Date	Activity	Place	SAB input	SAB members involved
5 (tbc)	Submission of f2f meeting material to Secretariat	n.a.	tbc	tbc
11 (tbc)	Submission of f2f meeting material to SAB	n.a	n.a	n.a
24-25 (tbc)	Board mtg	Alghero, Sardinia	SAB activities report	SAB Chair/Vice-Chair (tbc)
25 (tbc)	SAB mtg	Alghero, Sardinia	yes	all
26	EFI Annual Conference	Alghero, Sardinia	SAB activities report	SAB Chair
27	Scientific Seminar	Alghero, Sardinia	no	no
28	Excursion	Sardinia	no	no
By 30	Mid-term evaluation reports of RUSFOR and SURF sent to the appointed evaluators	Email / sharing folder	evaluation	2 evaluators / Project Center
October 2018				
Date	Activity	Place	SAB input	SAB members involved
31	Submission of the update of the mid-term evaluation reports prepared by RUSFOR and SURF, to the evaluators	Email /sharing folder	evaluation	Evaluators (2/PC)
November 2018				
Date	Activity	Place	SAB input	SAB members involved
	Evaluation of the RUSFOR and SURF evaluation reports	n.a.	none	evaluators
30	Submission of the RUSFOR and SURF evaluation draft reports to the Secretariat / SAB for the SAB mtg.	Email / sharing folder	check / comments	All / evaluators (2/PC)
December 2018				
Date	Activity	Place	SAB input	SAB members involved
tbc	SAB virtual mtg	Skype for business	Decision on the final evaluation reports of the RUSFOR and SURF & submission to EFI Secretariat for further actions	all
	Evaluation of EFI Network Fund activities (mid-term / final)	n/a	evaluators	yes

2019				
	Evaluation of EFI Network Fund activities (mid-term / final)	n/a	evaluators	yes
29.9.-5.10.	IUFRO World Congress	Curitiba,Brazil	no	no

**Item 8** EFI Strategy

- EFI Strategy
- EFI Strategy implementation plan



2025  
EFI

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## EFI STRATEGY

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*Connecting knowledge to action.*



## CONNECTING KNOWLEDGE TO ACTION

The European Forest Institute (EFI) is a pan-European international organization. We have 25 Member Countries, and 116 member organizations from 36 different countries working in diverse research fields. This dual membership, together with our staff of over 100 experts, is our most important asset. It places EFI in a unique position to generate, connect and share knowledge at the interface between science and policy.

Our vision for 2025 is of an EFI which is globally recognized as a leading science-policy platform providing forest-related knowledge to build a sustainable future.



### VISION

A world where forests significantly contribute to sustainable wellbeing

### MISSION STATEMENT

Connecting knowledge to action

The new EFI Strategy is based around three interconnected and interdisciplinary themes: Bioeconomy, Resilience and Governance, and three strategic goals:

- An ambitious European forest research and innovation area
- Science-informed policies to address societal challenges and opportunities
- Awareness in society of the importance of forests



# GLOBAL CONTEXT

For the last 200 years we have relied on a fossil-based economy, which has delivered unprecedented economic and population growth, technological development and social prosperity. However, this has also resulted in great environmental and social challenges which threaten the wellbeing of existing and future generations.

A sustainable future requires a systemic change in our economy, to ensure it prospers within the renewable boundaries of our planet. We need to move from a linear fossil-based economy towards a circular bio-based society.

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## Key drivers of global change

**Climate change:** the largest threat multiplier, as it exacerbates water scarcity, food insecurity, biodiversity loss, land degradation, poverty, migration and affects human health.

**Globalization:** advances in communication, transportation, trade and technology make the world more interdependent than ever in terms of jobs, companies, products, finances, ideas and risks.

**Demography:** global population growth will create tensions over the access to and use of natural resources and land, and result in geopolitical and migration crises. An ageing population will challenge existing social models and consumption patterns.

**Urbanization:** the share of the population living in cities is growing. Cities will need to become climate-smart and energy efficient, while sustaining a larger and more diverse population.

**Digital and biological revolution:** jobs, trade and the production and consumption of goods will drastically change through unprecedented advances in biology, artificial intelligence, robotics, new materials, etc.

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In an environment of such profound change, our forests are fundamental if we want to move to a circular, bio-based society. Forests are the most important biological infrastructure on our continent and the main source for non-food and non-feed renewable resources. Advances in science and technology provide new

opportunities to transform those resources into bio-based solutions, replacing fossil-based and non-renewable raw materials and products.

Forest resources are therefore crucial to build a circular **bioeconomy** that replaces the existing linear fossil economy. However, the biodiversity, climate-, soil- and water-related services provided by our forests also play a key role in the **resilience** of our continent, regions and cities. These dual, complementary roles need to mutually reinforce each other. New ways of **governance** that use holistic policies and integrated management approaches to reconcile bioeconomy and resilience goals are needed.

Governing our forests in a time of transformational change makes the role of research, foresight and innovation more important than ever. The synthesis and contextualisation of scientific knowledge is key to supporting science-informed policies and decisions that can address current and future challenges and opportunities.

EFI's Strategy is built around three complementary, interdisciplinary research themes: Bioeconomy, Resilience and Governance. These form the framework for EFI's activities, to achieve three interconnected goals:

- An ambitious European forest research and innovation area
- Science-informed policies to address societal challenges and opportunities
- Awareness in society of the importance of forests



# THEMATIC FRAMEWORK

## BIOECONOMY

Forests, forestry and the forest-based sector are the cornerstone of the European bioeconomy, and a major contributor to climate change mitigation. The speed and scale of European forest bioeconomy development crucially depends on several questions, such as technological and market developments within and outside the forest-based sector, the dynamics of global biomass demand and supply, the European and international policy framework and the ability to use forests in a sustainable way. The forest bioeconomy is also affected by globalization, the digital economy and symbiosis with other sectors: construction, chemicals, textiles and energy, etc.

Foresight, interdisciplinary and cross-sectoral research at the interface of markets, products, policies and forest resources is therefore needed. Knowledge about the broad sustainability implications of developing a European forest bioeconomy, as well as the effects of different regulations and policy incentives is also important.

## RESILIENCE

The increasing impacts and complexity of global change call for a new strategic role for forests in fostering Europe's socio-ecological resilience. In a highly urbanised Europe where cities are responsible for 80% of the population and energy use, urban forestry and forest-based solutions like wood construction are key to developing climate-smart cities. The role of forests and trees in enhancing essential resources like water, soil and biodiversity needs to be better understood in the context of sustainable rural areas and agricultural systems. Increased knowledge about forest resilience, including a better understanding of the impacts of climate change and the role of forest management on biodiversity conservation is also needed.

This requires new interdisciplinary research connecting forest science to other land-use disciplines and urban studies to create a basis for effective, integrated policies and forest and land-use management strategies.



## GOVERNANCE

In the future, the dynamics of supply and demand for water, food, energy, raw materials and land will be drastically altered, as result of global change and the need to transition towards a circular, bio-based society. Land will become an increasingly scarce resource and conflicts around land resources may result in global political instability and increasing migration pressure. New transdisciplinary research is needed to support forest governance that is able to align diverging interests and perspectives (e.g., urban versus rural), integrate expectations from different stakeholders and sectors and seek synergies between forest land uses and forest management goals.

Knowledge is needed from local to global and from rural to urban levels, to form a basis for new, science-informed European governance schemes and policies that can reconcile among others resilience and bioeconomy-related goals.

# STRATEGIC GOALS

## AN AMBITIOUS EUROPEAN FOREST RESEARCH AND INNOVATION AREA

To provide European forest research organizations and scientists with the resources, capacities and infrastructures to maximise their scientific and societal impact.

## SCIENCE-INFORMED POLICIES TO ADDRESS SOCIETAL CHALLENGES AND OPPORTUNITIES

To increase the relevance and impact of forest-related research on European policies, and support policy makers and practitioners in the transition towards a circular, bio-based society.

## AWARENESS IN SOCIETY OF THE IMPORTANCE OF FORESTS

To contribute to increased awareness of the role of forests and forest science in building a sustainable society, based on a science-informed narrative which especially addresses media, policy makers, young people and urban populations.

# STRATEGIC ACTIVITIES

### Advocacy:

EFI advocates for European forest science, and for the importance of forest-related scientific knowledge in tackling key societal challenges and opportunities.

### Research and foresight:

EFI generates and contextualises high-impact research, foresight and policy analysis to enable science-informed policy-making.

### Knowledge networking:

EFI facilitates networking for the sharing, exchange and use of knowledge to bridge the gaps between scientists, media, policy makers, practitioners, and society at large as well as build synergies across disciplinary and sectoral boundaries.

### Capacity building:

EFI builds capacity among scientists, policy makers and practitioners to enable them to tackle future societal, scientific and communication needs.

### Building bridges:

EFI supports European countries' efforts for strategic, science-based cooperation with neighbouring regions and key countries in other continents (in cooperation with IUFRO).

The background of the entire page is a close-up photograph of oak leaves. The leaves are in various shades of green, from bright lime green where they are catching the light to deep forest green in the shadows. The leaves have a distinctively lobed or 'oak leaf' shape. The lighting is bright and natural, creating a sense of a sun-dappled forest. The text '2025 EFI' is centered in the upper half of the image, with a white arc above the year.

2025  
EFI





# STRATEGY IMPLEMENTATION PLAN 2017–2021

*Connecting knowledge to action*

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EUROPEAN FOREST INSTITUTE

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[www.efi.int](http://www.efi.int)

A horizontal strip of vibrant green oak leaves with detailed vein patterns, serving as a decorative background for the website address.

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# 1 Framework

The EFI adopted a new strategy in 2016 (full EFI strategy document is available [here](#)). The strategy is built around three interconnected and interdisciplinary themes: **Bioeconomy**, **Resilience** and **Governance** and three mutually reinforcing strategic goals, namely (Figure 1):

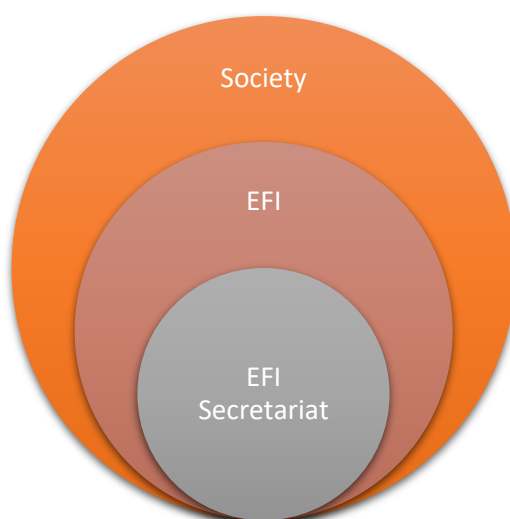
- An ambitious European forest research and innovation area
- Science-informed policies to address societal challenges and opportunities
- Awareness in society of the importance of forests

Furthermore, the strategy defines EFI's strategic activities (**Advocacy**, **Research** and **Foresight**, **Knowledge networking**, **Capacity building**, **Building bridges**), which are implemented to address the strategic goals within the new thematic framework.



**Figure 1: EFI's strategic themes and goals**

The present **Strategy Implementation plan** aims at operationalising the Strategy goals within the new thematic framework during the period 2017–2021. The Strategy plan is structured around **operational goals** (cascading from the strategy goals) and key **organisational structures and instruments** to implement the Strategy activities within the new **thematic framework**. Three operational goals per strategic goal have been identified in order to address three key operating levels (Figure 2):



**Figure 2: Operating levels addressed by the operational goals**

- **Secretariat:** including aspects related to the internal structures and the activities by its employees;
- **EFI:** addressing the needs of EFI Member countries as well as Associate and Affiliate Members in implementing the new Strategy.
- **Society:** society at large, including relevant actors, end-users and stakeholders that can help in maximizing the impact of EFI activities.

For clarity, along the present document we use the following definitions (coming from EFI convention) related to the different operational levels:

**Secretariat** = Comprises the personnel of EFI

**EFI** = includes Member countries, Associate and Affiliate Members, and the Secretariat

**Society** = any other parties than the EFI (level at which knowledge is finally connected to action)

## 2 Operational goals

Three operational goals per each strategic goal have been identified to address the three relevant operating levels: **Secretariat, EFI, and Society**, to implement efficiently EFI Strategy -connecting knowledge to action.

### I. Strategic goal: An ambitious European forest research and innovation area

*To provide European forest research organizations and scientists with the resources, capacities and infrastructures to maximise their scientific and societal impact.*

#### Operational goals:

1. **Society. Increase European resources for forest related research activities** – EFI, in collaboration with other key actors like Forest-based Sector Technology Platform (FTP), actively **advocates** for an increased availability of European resources for forest related research.
2. **EFI. Enhance transnational forest research cooperation within EFI** – a transnationally active network of Associate and Affiliate Members is a pre-condition for an ambitious European forest research and innovation area. The Secretariat provides appropriate resources and mechanisms to facilitate networking within EFI. This includes the establishment of a **EFI Network Fund** (see [below](#)).
3. **Secretariat. Establish and consolidate three research programmes addressing the new strategic themes: Bioeconomy, Resilience and Governance** – The Secretariat develops three interdisciplinary and cross-sectoral research programmes as key structures for producing research in collaboration with EFI member organizations.

### II. Strategic goal: Science-informed policies to address societal challenges and opportunities

*To increase the relevance and impact of forest-related research on European policies, and support policy makers and practitioners in the transition towards a circular, bio-based society.*

#### Business goals:

1. **Society. Increase the use of forest related scientific work in supporting relevant policy processes and policy development** – to increase the use of science-informed knowledge by policy-makers, it is essential not only to produce policy-relevant research but especially to facilitate the uptake of existing knowledge by contextualizing it at the right format and scale for policy decisions.

2. **EFI. Increase the commitment by Members for EFI's science-informed policy support** – to further increase the funding support and the number of Member countries participating in EFI's policy support activities like the EFI Policy Support Trust Fund (for more information see [below](#)).
3. **Secretariat. Develop a number of EFI facilities to support an effective European science-policy-practice interface within EFI's thematic framework** – EFI Facilities address the need for knowledge uptake by policy makers, practitioners and other stakeholders via capacity building, knowledge networking and the provision of demand-based expertise (see [below](#)). They also play an important advocacy role.

### III. Strategic objective: Awareness in society of the importance of forests

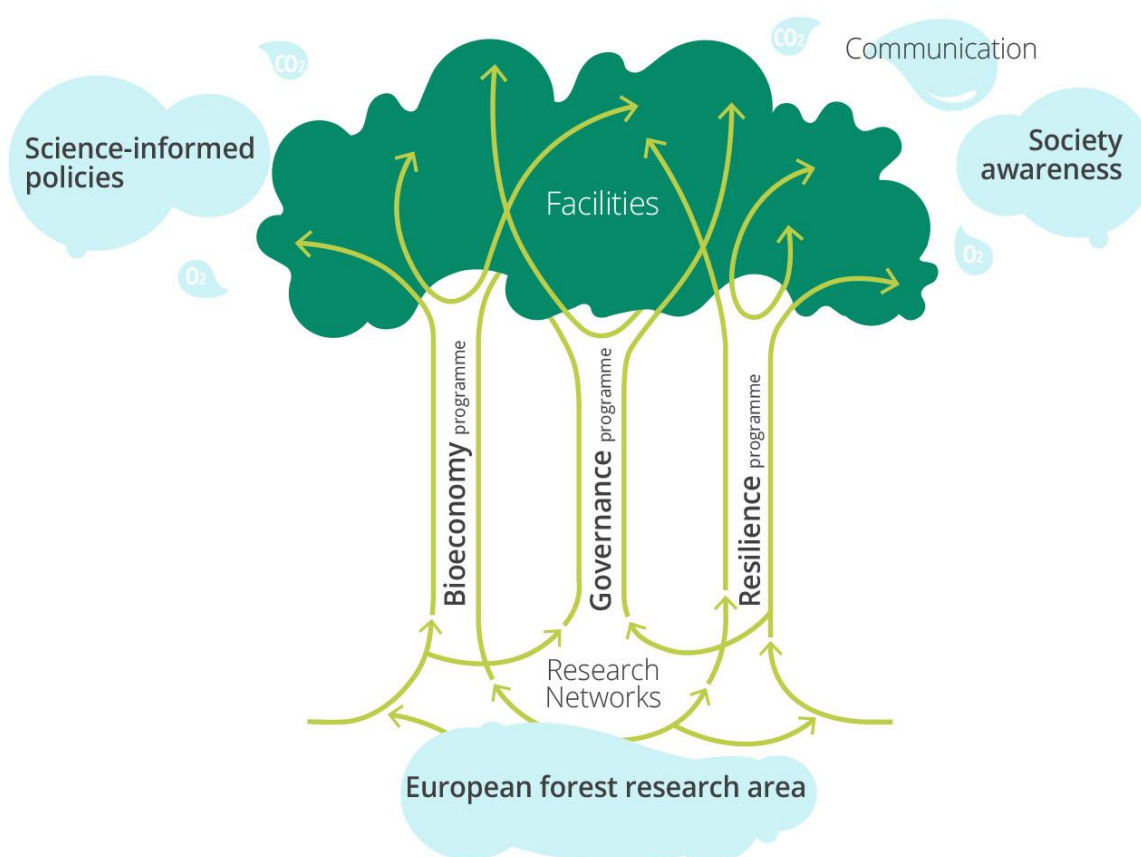
*To contribute to increased awareness of the role of forests and forest science in building a sustainable society, based on a science-informed narrative, which especially addresses media, policy makers, young people and urban populations.*

1. **Society. Build and facilitate effective science-media capacities to support a better informed dialogue between scientists, policy-makers and society.** EFI facilitates building science-media trainings and interactions within the strategy themes.
2. **EFI. Develop EFI into a global brand and recognized source of reliable, contextualized and comprehensive information on forests for media and society.** This requires that EFI's visibility and recognition are strategically and exponentially increased via digital communications and media partnerships building, with the support of the entire organization.
3. **Secretariat. Consolidate an organization-wide communication unit within EFI Secretariat** – a strong EFI communication unit is a precondition for developing EFI into a highly recognised brand and address media needs and opportunities (see [below](#)).

## 3 Key Structures and instruments

### 3.1 Structures

Three organizational structures are considered crucial in implementing the new EFI Strategy according to the new mission - connecting knowledge to action: **Research Networks, Programmes and Facilities**. Research Networks mobilise and coordinate EFI member organizations in order to produce and share scientific knowledge within EFI's thematic framework as well as connect it to the work of EFI Programmes and Facilities. Programmes' main focus is to produce new scientific knowledge within the Strategy thematic framework, while Facilities connect that knowledge to action within the science-policy-practice interface. **Programmes and Facilities** are parts of the Secretariat while **Research Networks** are administered directly by EFI member organizations. The existing Regional Offices, case by case, will transition (within 2017-2018) to one of the above structures according to their characteristics, as well as the needs and expectations from the Member Countries and member organizations involved.



**Figure 3. New EFI structural framework as formed by Research Networks, Programmes and Facilities.**

### Research Networks

**Strategic goals:** An ambitious European forest research area

**Main strategic activities:** Knowledge networking, Capacity building, Building bridges; Advocacy

These consist of a subset of EFI member organizations and other relevant research partners. Research Networks aim to enhance European and/or Regional cooperation and coordination of transnational research within the EFI Strategy themes. Research Networks are coordinated by a EFI member organization, which acts as liaison with the EFI Secretariat. Research Networks are important to maintain a permanent dialogue between EFI member organizations and EFI Programmes and Facilities. Research Networks operate for a certain time period (five years, subject to renewal) and their coordination is self-financed.

### Programmes

**Strategic goals:** An ambitious European forest research area; science-informed policies

**Main strategic activities:** Research and foresight; Advocacy

Responsible for producing EFI research and foresight within the three strategic themes. EFI Programmes conduct research at the European level together with member organizations and other partners across disciplines, sectors and land-uses in order to address effectively policy-relevant questions. Following the three strategy themes, the aim is to establish and consolidate three Research Programmes by 2021, on **Bioeconomy**, **Resilience** and **Governance**.

## Facilities

**Strategic goals:** Science-informed policies; Awareness in society

**Main strategic activities:** Knowledge networking; Capacity building; Building bridges; Advocacy

Key for connecting EFI knowledge to action. They facilitate knowledge uptake by policy makers, practitioners and other stakeholders via capacity building, knowledge networking and the provision of demand-based expertise (e.g. policy analysis and synthesis studies). Facilities are flexible structures that can address a particular policy (e.g. FLEGT), topic (e.g. plantation forestry, natural disturbances, etc.) or activity (European-level science-informed policy support). Facilities build on the research knowledge generated by Programmes, Research Networks, other EFI member organizations and the wider science community. Facilities also aim at providing feedbacks back to the EFI Programmes and Research Networks from the end-users. Facilities interacting closely with policy-makers and practitioners and other stakeholders have an important advocacy role.

## Communication Unit

**Strategic goal:** Awareness in society

**Main strategic activities:** Knowledge networking; Capacity building; Building bridges; Advocacy

Communication as well as advocacy need to be integral part of all EFI employees' activities. However, coherent and efficient communication structures need to be created as means to reaching increased awareness, visibility and successful re-branding of EFI. Consolidating an organization-wide communication unit within EFI Secretariat is therefore a priority.

The EFI Communication Unit will bring efficiency to all communication activities throughout the organization. The Unit will play a vital role in engaging with society on the themes important to EFI, using a unified visual image, innovative digital tools and strategic media partnership building. Science-media capacity building (see [below](#)) will also be a crucial task in this work, empowering all EFI staff to participate in creating a global EFI narrative.

## 3.2 Strategic instruments

EFI's main competitive advantage is its membership structure, consisting of 26 Member Countries and 116 member organizations from 36 different countries working in diverse research fields. This dual membership places EFI in a unique position to generate, connect and share knowledge at the interface between science, policy and practice. In order to unlock the potential and serve the needs of such dual membership, EFI will further develop two type of strategic instruments: (1) funding instruments and (2) capacity building instruments.

### *Funding instruments*

#### *Policy Support Trust Fund*

**Strategic goal:** Science-informed policies

**Main strategic activities:** Knowledge networking; Capacity building; Advocacy

The aim of the Policy Support Trust Fund (Trust Fund) is to support the science-policy dialogue in order to facilitate science-informed policies on forest-related issues. The Trust Fund is a key instrument to operationalise EFI science-informed policy support, including the broader scientific community. Any EFI Member country can join the Trust Fund with a voluntary contribution, which also allows it to participate in the steering committee, providing strategic guidance on the activities and topics to be addressed. The Trust

Fund does not support new research activities but finances the synthesis and contextualization of existing scientific knowledge in appropriate formats to address effectively policy questions. Therefore, the Trust Fund directly **addresses the need of Members for policy-relevant and science-informed knowledge**. The EFI ThinkForest Forum, also funded by the Trust Fund, provides a high-level platform to present the most relevant results of its activities in European relevant circles. In the future, the Secretariat Unit responsible for coordinating and managing the activities of the Trust Fund will be rebranded as the **EFI Policy Support Facility**.

#### *EFI Network fund*

**Strategic goal:** An ambitious European forest research and innovation area

**Main strategic activities:** Knowledge networking; Capacity building; Research and foresight; Advocacy

Activating the transnational cooperation of EFI member organizations is a precondition for building an ambitious and effective Pan-European forest research and innovation area. In that context, EFI aims to establish a new specific **EFI Network Fund in order to support the transnational cooperation** of its member organizations in **implementing** the new EFI Strategy. The EFI Network Fund addresses the following strategic activities: research, knowledge networking and capacity building. The Fund is created based on the annual fees of member organizations (up to now used to support the operations of the Secretariat), which currently amounts to around 180,000 euros annually. The target is to increase this amount via co-financing contributions from the member organizations benefiting from the Fund. Other organizations, such as foundations will be approach for voluntary contributions. The EFI Network fund will be established in 2017, to start supporting activities from 2018 onwards.

#### *Capacity building instruments*

EFI's strategy recognises capacity building as one of the strategic activities. EFI works to build capacity among scientists, policy makers and practitioners to be able to tackle future societal, scientific and communication needs.

**Strategic goal:** An ambitious European forest research and innovation area; Science-informed policies; Awareness in Society

**Main strategic activities:** Capacity building; Knowledge networking; Building bridges; Advocacy

Existing and new capacity building instruments, as described below, will be developed to implement effectively the new Strategy.

#### *EFI Short Scientific Visits*

The aim of a *Short Scientific Visit* is to strengthen EFI's network by fostering collaboration and knowledge exchange. The grants are provided to Early Stage Researchers from EFI Associate Member organisations. These *Visits* provide an opportunity for young researchers to get involved in international level forest research and research co-operation. **Between 5-10 Grants per year.**

#### *IUFRO-EFI Young Scientists Programme*

EFI is conscious of the importance of connecting the young forest science community at the global level and providing them with international experience to be able to address efficiently the future global challenges. Therefore, EFI entered a strategic partnership with the International Union of Forest Research Organisations (IUFRO) to establish a joint Programme for Young Scientists. The joint IUFRO-EFI Programme offers mobility grants for Early Stage Researchers from IUFRO and EFI Member organisations. These visits should foster trans-continental collaboration, by providing an opportunity for EFI young scientists to visit a forest research organization in another continent and non-European young scientists to visit a EFI member organization. **Between 5-10 Grants per year.**

### ***EFI Young Leadership Programme***

The Young Leadership Programme (YLP) aims at increasing the capacities of young professionals with leadership potential coming from the academic, business, public administration or non-governmental organizations sector. YLP offers an opportunity for participants to interact with their global peers, and to better understand the emerging opportunities and challenges around the complex forest-related operating environment as frame by the EFI thematic framework. The YLP provides access to new information and knowledge shared by researchers, policy makers, and business leaders working on those issues. Participants build new networks and obtain new knowledge by learning and sharing practical experiences. They also improve their leadership and communication skills to translate knowledge into action. So far the YLP has had a special focus on the **Bioeconomy** and **Russia**. In the future, YLP should be developed and tested for the **Mediterranean region**. **International governance** and **Urban forest-based solutions** are other relevant topics to be developed under this instrument.

### ***EFI Science-media programme***

Getting the public and the decision-makers to know about advances in science is crucial to research institutes and scientists themselves. However, few are media-savvy, and confident when interacting with media. At the same time, especially online media are hungry for stories, on increasingly segmented topics. Yet again, the numbers of specialized science journalists are limited. **Science communication – from the viewpoint of the scientists, media as well as the public – could be vastly improved**, to facilitate an informed societal dialogue. To address this problem, EFI Communication Unit, together with partners, organizes a **series of tailor-made science journalism workshops in various European locations**. The seminar participants as well as the tutors are a **mixed group of EFI member organizations' scientists and journalists**. The seminars are **organized in conjunction with EFI's scientific events** and led by experienced journalists, from organizations such as the Thomson Reuters Foundation or the European Journalism Centre.

### ***EFI Innovation Schools***

EFI Innovation schools bring together scientists, practitioners and policy makers with the aim to speed up the circulation of knowledge to action, operating at the science-policy-practice interface. Innovation schools include interactive sessions where new scientific contextualised knowledge is presented, in combination with demonstrations and training in the use of the latest tools and techniques for assisting professionals. Innovation schools include field work or visits as well as exposure to existing practical experiences on specific topics (e.g. plantation forestry, management of natural disturbances, etc.). The target audience are professionals (foresters and other relevant professions), managers and forest owners, forestry policy makers, and postgraduate-level students.

## **4 Thematic framework**

Research Networks, Programmes and Facilitates as well as the activities implemented by the different EFI strategic instruments need to address the new strategy thematic framework. The thematic framework articulated around three interconnected and interdisciplinary themes: Bioeconomy, Resilience and Governance is described below, including key priority topics.

### **4.1 Bioeconomy**

Forests, forestry and the forest-based sector are the cornerstone of the European bioeconomy, and a major contributor to climate change mitigation. The speed and scale of European forest bioeconomy development crucially depends on several questions, such as, technological and market developments within and outside the forest-based sector, the dynamics of global biomass demand and supply, the European and international policy framework and the ability to use forests in a sustainable way. The forest bioeconomy is also affected by globalization, the digital economy and symbiosis with other sectors: construction, chemicals, textiles and energy, etc.



In that context, EFI addresses the need for generating and connecting knowledge to action at the interface of markets, products, policies and forest resources including sustainability implications. The following topics are a priority:

- The future demand and supply of forest products, forest biomass and ecosystem services, and their implications for sustainable forest management as well as for afforestation and plantation forestry.
- Sustainability impact assessment and monitoring of forest-based products and services value chains.
- The future markets of increasingly diversified and cross-sectoral forest-based products and services as a result of socioeconomic and policy changes.
- The role of innovation and digitalization, and policies affecting sustainable bioeconomy development.

## 4.2 Resilience

The increasing impacts and complexity of global change call for a new strategic role for forests in fostering Europe's socio-ecological resilience. In a highly urbanised Europe where cities are responsible for 80% of the population and energy use, urban forestry and forest-based solutions like wood construction are key to developing climate-smart cities. Furthermore, the role of forests and trees in enhancing essential resources like water, soil and biodiversity is increasingly important in the context of sustainable rural areas and agricultural systems.

In that context EFI addresses the need for new interdisciplinary knowledge a basis for effective, integrated policies and land-use strategies. The following topics are a priority:

- The impacts of global change and related risks on forest socio-ecological systems, and the strategies to enhance and restore their capacity to adapt and provide forest ecosystem services and products.
- Policies, strategies and management practices to enhance biodiversity in a rapidly changing environment, considering different regional and socio-economic settings.
- Strategies and management practices to enhance the role of forests and trees in increasing the resilience of rural areas to climate change, including a better understanding of agroforestry.
- The role of urban forestry, nature based solutions and wood construction in developing climate smart cities, better rural-urban interfaces and enhancing health and wellbeing in urban areas.

## 4.3 Governance

In the future, the dynamics of supply and demand for water, food, energy, raw materials and land will be drastically altered, as result of global change and the need to transition towards a circular, bio-based society. Land will become an increasingly scarce resource and conflicts around land resources may result in global political instability and increasing migration pressure. The situation requires governance schemes and policies that maximise synergies and reconcile different goals (e.g. resilience and bioeconomy-related) at different spatial and temporal scales.

In this context, EFI addresses emerging forest governance challenges and opportunities based on the understanding of interests, expectations and perspectives (e.g. urban versus rural, local versus global) from different stakeholders and sectors on forest land uses and forest management goals. The following topics are a priority:

- Forest and land use conflicts and synergies, including an understanding of key societal demands and the trade-offs between forest ecosystem services, products and land uses.
- The design of appropriate forest and land use governance schemes, including new and innovative approaches to involve stakeholders, align diverging interests and seek synergies.



- The impacts of different supply chains and international trade, including agricultural commodities, for international forest governance, land use conflicts and sustainable development.
- European forest-related policies and forest governance, addressing both regional diversity within Europe as well as emerging global challenges and opportunities.

#### 4. Key performance indicators

To quantify and monitor the implementation of the Operational goals a set of Key Performance Indicators (KPIs) was developed. Together with Operational Goals, the KPIs will guide the preparation of the annual work plans at the EFI Unit level. Additionally, the operating environment of the strategic goals will be followed up on biannual basis by short contextualisation briefs to the EFI Board during Board meetings.

Strategic goal	Operational goal	Key performance indicator
An ambitious European forest research and innovation area	Increase European resources for forest related research activities	<p><b>EU Bioeconomy Knowledge Center</b> – By 2018 EFI becomes a key partner in the new EU Bioeconomy Knowledge Center.</p> <p><b>EU forest research funding</b> – the amount of forest related research funding in FP 9 has increased by 100% in comparison to H2020.</p>
	Enhance transnational forest research cooperation within EFI	<p><b>EFI Network Fund</b> - In the period 2017-2021 EFI will make available at least one million € of funding for its member organizations to enhance transnational research cooperation within the new EFI Strategy.</p> <p><b>Capacity building</b> – for the period 2017-2021 EFI will provide a total of 50 grants for early stage researchers.</p> <p><b>Research Networks</b> – by 2021 EFI has at least one Research Network active in connection to each strategic theme (in total at least 3 RNs).</p>
	Establish and consolidate three research programmes addressing the new strategic themes: Bioeconomy, Resilience and Governance	<p><b>EFI Research programmes</b> - By 2021 EFI has established and consolidated, according to the following indicators, three research programmes: bioeconomy, resilience and governance.</p> <p><b>EFI external research funding</b> - By 2021 EFI's external research funding has increased by 100% compared to 2016.</p> <p><b>Scientific publications</b> – In the period 2017-2021 EFI has published at least 250 scientific articles in SCI journals of which at least 5 were published in journals of highest impact level (e.g. Nature, Science).</p>
Science-informed policies to address societal challenges and opportunities	Increase the use of forest related scientific work in supporting relevant policy processes and policy development	<p><b>Policy impact</b> - By 2021, EFI studies are referred in all relevant forest related European strategies and policy working documents.</p> <p><b>Publication impact</b> – by 2021 the number of EFI's policy support publication downloads increases to 50,000 per year (23,000 downloads in 2016).</p> <p><b>Media impact</b> – by 2021 the number of media articles about EFI policy support outputs (events, publications) increases to 100 per year (25 published articles in 2016).</p>
	Increase the commitment by Members for EFI's science-informed policy support	<p><b>Trust Fund funding</b> - By 2021 the annual budget for policy support trust fund is consolidated to one million € per year.</p> <p><b>Trust Fund members</b> - By 2021 at least 60% of EFI Member countries contribute and participate in the Trust Fund.</p>

Strategic goal	Operational goal	Key performance indicator
	Develop a number of EFI facilities to support an effective European science-policy-practice interface on forests	<p><b>EFI Policy Support Facility</b> - By 2021 EFI Policy Support Facility is consolidated and referred to on the global arena with regard to the EFI strategic themes.</p> <p><b>EFI facilities</b> - By 2021 EFI has consolidated a set of Facilities addressing operating at the science-policy-practice interface within the strategy thematic framework.</p>
Awareness in society of the importance of forests	Build and facilitate effective science-media capacities to support a better informed dialogue between scientists, policy-makers and society	<b>EFI science-media programme</b> - In the period 2017-2021 EFI has organised 15 science-media training events.
	Develop EFI into a global brand and recognized source of reliable, contextualized and comprehensive information on forests for media and society.	<p><b>Media visibility</b> - In the period 2017-2021 EFI has established five international media partnerships.</p> <p><b>Multi media</b> – In the period 2017-2021, visibility of EFI as measured by meltwater and social media analytics increases by at least tenfold when compared to 2016.</p>
	Consolidate an organization-wide communication unit within EFI Secretariat	<b>EFI communication unit</b> - By 2018 an efficient organization-wide EFI communication unit is operating.

**Item 9** Closing of the meeting