

# **EFI Strategy Implementation Plan 2017-2021**

Implementation evaluation

April 2021

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## Background

EFI's Strategy Implementation Plan (SIP) was launched in 2017. The SIP is rooted in the EFI strategy, and focuses on a series of operational goals, including the creation of structures and instruments, as well as a set of Key Performance Indicators (KPIs) for the period 2017-2021.

This document provides a summary on the overall progress towards the operational goals and KPIs set in the SIP.

## Introduction: Institutional progress as result of the Strategy Implementation Plan

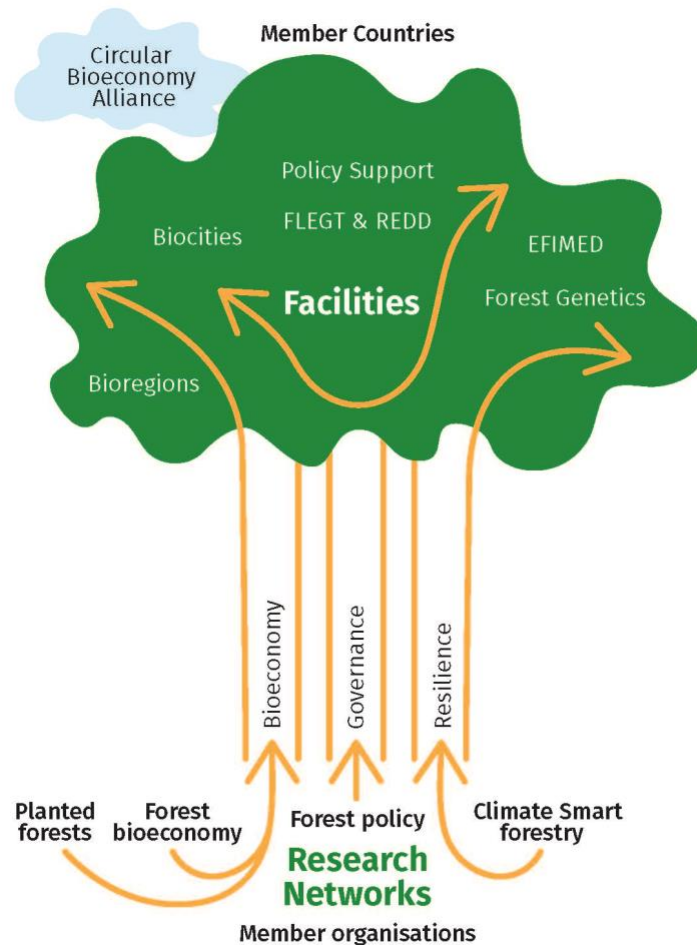
The **SIP** aimed at operationalising the new Strategy goals (encompassing research, policy support and communication) within the new thematic priorities: **bioeconomy, resilience and governance** during the period 2017–2021. To do so the SIP targeted three different operating levels:

- **Secretariat:** including aspects related to the internal structures of EFI 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.

After four years of the SIP, EFI has gained international credibility as demonstrated by its media reach and the development of the Institute in terms of capacities and resources. Furthermore, the three strategy themes are “well acknowledged” internally and externally as part of the EFI brand. It is especially remarkable that EFI is now perceived as the “intellectual” leading organization of the forest bioeconomy theme globally. Therefore, from a thematic perspective the SIP has been rather impactful.

One of the most important focuses of the SIP has been in creating new structures and instruments to articulate the new strategy, configurating a new EFI organizational ecosystem (see Figure 1). Three types of organizational structures have been created to fulfil EFI's mission of **connecting knowledge to action: Research Networks, Programmes and Facilities**. Research Networks mobilise and coordinate **EFI member organizations** to produce and share scientific knowledge within EFI's thematic framework. The Programmes' focus is to produce new scientific knowledge within the Strategy thematic framework, while Facilities connect that knowledge to action with the appropriate science-policy-practice interface. **Programmes and Facilities** are

parts of the Secretariat while **Research Networks** are administered directly by EFI member organizations.



*Figure 1: EFI organizational ecosystem*

In four years, three Research **Programmes**, one for each of the strategy themes, have been established (two of them in Bonn and one in Joensuu). Two new **Facilities** have been developed - Policy Support and Bioregions - while two more are expected to be launched in 2021 - Biocities and Forest Genetics (as a result of EUFORGEN). EFIMED and especially FLEGT-REDD have experienced important changes to align to the new Strategy. Finally, four **Research Networks** are expected to be fully operational in 2021: Forest Bioeconomy, Forest Policy, Planted Forests, and Climate Smart Forestry.






Finally, in order to unlock the potential of EFI's main competitive advantage, its membership structure, consisting of 26 Member Countries and more than 120 member organizations, two funding instruments has been further developed: (i) **EFI Network Fund**, funding research and networking among EFI member organizations based on the EFI membership fees; (ii) **EFI Policy Support Trust Fund**, funding policy support work based on voluntary contributions from 10 EFI

Member Countries. These two strategic instruments have been complemented with a series of **capacity building mechanisms** targeting young professionals.


## Evaluation of Key Performance Indicators (KPIs)



For each KPI we provide an overall assessment of the accomplishment level (as shown in **Error! Not a valid bookmark self-reference.**) and an explanatory note on the progress.

*Table 1: KPI accomplishment levels used in this document*



KPI accomplishment level	Indicator used
80-100%	
60-79%	
40-59%	
20-39%	
0-19%	

## STRATEGIC GOAL: AN AMBITIOUS EUROPEAN FOREST RESEARCH AND INNOVATION AREA

<b>Operational goal:</b> Increase European resources for forest related research activities	
<b>KPI: EU Bioeconomy Knowledge Centre</b> – By 2018 EFI becomes a key partner in the new EU Bioeconomy Knowledge Centre.	
<p>Explanation:</p> <p>This KPI became irrelevant during the first year of the period. The EU Bioeconomy Knowledge Centre (BKC), established to support policymaking by providing technical information on bioeconomy to the EU, follows quite rigid modus operandi which limits their collaboration with organizations such as EFI. In any case, a MoU was signed with JRC to establish a framework for collaboration and an open/honest</p>	

relationship in the field of bioeconomy which resulted in some publications but also on EFI's critical feedback to JRC.	
<b>KPI: EU forest research funding</b> – the amount of forest related research funding in FP 9 has increased by 100% in comparison to H2020.	
<p><b>Explanation:</b>  Although, there has been an increase in the funding available for forest related research and EFI has consistently advocated for increased resources for forest related research at EU level, it is very difficult to estimate the impact that EFI had on the increased funding.</p> <p>Horizon 2020 (FP8) was the main EU level funding mechanism supporting forest and forest-based sector related research during the period 2014-2020, with a total budget of €77 billion. According to the information gathered by EFI<sup>1</sup> (see Lovric et al. 2020) the average annual funding for forest related project has increased by about 11% as compared to the funding available under the 7<sup>th</sup> Framework Programme (FP7).</p> <p>At the time of writing, the budget for FP9 (Horizon Europe) is still under debate. However, when reviewing the current draft workplans for the period 2021-2022 there are a number of topics directly addressing the forests and the forest-based sector. For a number of these topics, EFI submitted the initial ideas and advocated for their inclusion in the FP 9 work programme.</p>	
<b>Operational goal: Enhance transnational forest research cooperation within EFI</b>	
<b>KPI: 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><b>Explanation:</b>  The EFI Network Fund was established in 2017. In the period 2017-2021, 3 calls for projects were launched, with a total value of 722 k€. The achieved funding represents 72% of the target value of 1 million €.</p> <p>A list of funded projects and corresponding budgets is available in  Annex 1 Table 2.</p>	

<sup>1</sup> Lovric et al. (2020) Mapping forest-based bioeconomy research in Europe. Forest Policy and Economics, vol. 110C. <https://doi.org/10.1016/j.forpol.2019.01.019>

<p><b>KPI: Capacity building – for the period 2017-2021 EFI will provide a total of 50 grants for early-stage researchers.</b></p>	
<p>Explanation:</p> <p>In the reference period (2017-2021) EFI provided 70 different grants for early-stage researchers, with a total value of over 180k€:</p> <ul style="list-style-type: none"> <li>• <b>EFI Short Scientific Visit grants for mobility of Young Researchers</b> (30 granted) –aim to foster the mobility of researchers from member organizations, while at the same time contributing to the scientific objectives of EFI and strengthening the EFI network.</li> <li>• <b>Young Scientists Initiative grants</b> (15 granted) - for intercontinental mobility were launched in 2017, in collaboration with IUFRO. The grants enable early-stage researchers to travel and gain international experience to better equip them to address future global challenges and identify, create and fully utilise emerging opportunities.</li> <li>• <b>Young Leadership Programme</b> (25 granted) - aims to increase the capacities of young professionals with leadership potential from the academic, business, public administration or non-governmental organization sectors. The programme provided support grants to enable the participation of early-stage researchers in the programme.</li> </ul> <p>The number of provided grants represents 140% of the target value (50 grants) set in the Strategy Implementation plan. Detailed information on number of grants and value is available in Annex 1 Table 3.</p>	
<p><b>KPI: Research Networks – by 2021 EFI has at least one Research Network active in connection to each strategic theme (in total at least 3 RNs).</b></p>	
<p>Explanation:</p> <p>In the period 2017-2020 two Research Networks were established:</p> <ul style="list-style-type: none"> <li>• <b>European Forest Policy Research Network</b>, coordinated by BOKU, focuses on building a better scientific foundation of the implications of European forest-related policies for forestry and the forest-based sector. <b>Governance theme.</b></li> <li>• <b>European Bioeconomy Research Network</b>, coordinated by SLU, focuses on examining the role and sustainability of forest-based solutions in the emerging bio-based economy, in particular in forest-intensive areas such as the boreal, sub-boreal regions in Europe. <b>Bioeconomy theme.</b></li> </ul> <p>More information is provided in Annex 4.</p> <p>In 2021 two new Research Networks are planned to be established:</p> <ul style="list-style-type: none"> <li>• <b>Climate Smart Forestry Research Network</b>, coordinated by Wageningen University &amp; Research, aiming to identify potential Climate Smart Forestry measures, assess broadly their mitigation, adaptation and services impacts, and exchange knowledge through networking activities (meetings, webinars, etc), laying the basis for upscaling and implementation.</li> </ul>	

**Resilience theme.**

- **Planted Forest Research Network**, coordinated by the European Institute for Cultivated Forests, focusing on research questions related to planted forests in the context of Atlantic Europe, addressing both regional diversity as well as emerging challenges and opportunities.
- Resilience and Bioeconomy theme.**

**Operational goal:** Establish and consolidate three research programmes addressing the new strategic themes: Bioeconomy, Resilience and Governance

**KPI:** EFI Research programmes - By 2021 EFI has established and consolidated, according to the following indicators, three research programmes: bioeconomy, resilience and governance.



**Explanation:**

In 2017, the Bioeconomy (in Joensuu) and Resilience (in Bonn) programmes were established, while the Governance (in Bonn) programme started in 2019. The three Programmes are fully functional with solid teams in place.

- **Bioeconomy programme** addresses the need for generating and connecting knowledge to action at the interface of markets, products, policies and forest resources including sustainability implications.
- **Resilience programme** addresses the need for new interdisciplinary knowledge as the basis for effective, integrated policies and land-use strategies.
- **Governance Programme** aims to make a science-informed contribution to good forest governance in order to stop deforestation, forest degradation and promote sustainable forest management globally as a fundamental basis for sustainable development.

More information on the development of the programmes is provided in Annex 4: EFI Research Network development assessments for the period 2017-2021

**Forest Bioeconomy Research Network**

**Summary of the unit development during the period 2018-2020**

In May 2019, the agreement between SLU and EFI on the new Research Network (RN) was signed. From 2019 Forest Bioeconomy Research Network replaced the old EFINORD.

Over the past two years the network was strongly connected to the Barents Euro-Artic Cooperation and to the Nordic Council of Ministers.

In relation to the Barents Euro-Artic Cooperation's working group Barents forest sector network, the RN provided expertise and knowledge on forests and bioeconomy. As part of this engagement in 2019 the RN was responsible for arranging the Barents Forest Forum and developed a report on forests and bioeconomy in Northern Europe.

During 2020, the network was also part of developing the report on *Ten trends for the sustainable bioeconomy*. The work was organized by the Nordic Council of Ministers.



One of the main shortcomings of the RN is the limited network of partners. Thus, during the period of 2019 and 2020 there were ongoing discussions with new partners. These discussions have resulted in at least one new partner to be joining the network in 2021.

The RN has over this period had two staff members, and 6 to 10 affiliated members from SLU and LUKE. The affiliated members have varied somewhat depending on the projects.

**European Forest Policy Research Network**

**Summary of the development during the period 2018-2020**

The Research Network on European Forest Policy was established in late 2018. The main achievements in this period were a very strong research output (around 100 publications), continuous high level policy support (e.g., studies, policy briefs, and collaborations with international organisations and national governments). Furthermore, the RN engaged in capacity building and networking activities, including bilateral collaboration (e.g., PhD support), and in loose collaboration with research partners across Europe and with a specific focus on East and South-East European countries.

Content wise, the RN focused on European forest policy/governance, innovation in the forest sector, SFM criteria and indicators, societal perspectives of forests and forest management and bioeconomy and climate change.

The main challenges of the RN were the limited visibility, looser network structure and dependency on project-related funding sources, which limit the capacities of the RN for additional strategic development and capacity building activities.

The FPRN team has a strong senior group of researchers with specific fields of expertise, which complement each other very well. The high level of experience means a strong capacity for providing expertise for research proposals, implementation and policy support. Recently more junior research members joined the team in order to build up future capacities.


Annex 5.

**KPI: EFI external research funding - By 2021 EFI's external research funding has increased by 100% compared to 2016.**









Explanation:  
 The project income has increased from 3.09 million € (2016) to 3.91 million € in 2020. The foreseen research project income for 2021 is 4.91 million €, which represents a 59% increase when compared to 2016. Although the research funding was substantially increased, we did not manage to reach the 100% increase as foreseen by the KPI. The Directors were aware of the ambition of this goal, but saw it as a signal to continuously develop the Institute. For details see

Annex 1 Figure 2.

<p><b>KPI:</b> Scientific publications – 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>	
<p>Explanation:          In the period 2017-2019 EFI researchers have authored or co-authored 194 peer-reviewed publications. However, only one publication was published in journals with highest impact level. Thus, while the total number of publications will most likely meet set target value (250 publications) by 2021, we did not reach the target in terms of publications in highest impact journals. More details in Annex 1 Table 4.</p>	

**STRATEGIC GOAL: SCIENCE- INFORMED POLICIES TO ADDRESS SOCIETAL CHALLENGES AND OPPORTUNITIES**

<p><b>Operational goal:</b> Increase the use of forest related scientific work in supporting relevant policy processes and policy development</p>	
<p><b>KPI: Policy impact</b> - By 2021, EFI studies are referred in all relevant forest related European strategies and policy working documents.</p>	
<p>Explanation:          In general, the importance of the MDTF work has been acknowledged by major policy makers to be timely and highly relevant. For example, the From Science to Policy publication Leading the way to a European circular bioeconomy strategy was clearly used as a reference point for the updated EU Bioeconomy Strategy, published in 2018.</p>	
<p><b>KPI: Publication impact</b> – by 2021 the number of EFI’s policy support publication downloads increase to 50,000 per year (23,000 downloads in 2016).</p>	
<p>Explanation:          During the period 2017-2020 the total number of downloads of EFI’s policy support publications has been 63,541. This means that on average there have been about 15,900 downloads per year, which is about 31% of the target value of 50,000 downloads per year.</p>	

<p><b>KPI: 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>	
<p>Explanation: There were in total 104 media articles published (26 per year) in relation to the outputs of EFI’s policy support. This number represents about 26% of the target value (100 per year) set by the KPI. For details see Annex 2 Table 6.</p>	
<p><b>Operational goal:</b> Increase the commitment by Members for EFI’s science-informed policy support</p>	
<p><b>KPI: Trust Fund funding</b> - By 2021 the annual budget for policy support trust fund is consolidated to one million € per year.</p>	
<p>Explanation: The Policy support budget fluctuated between 500 and 750 k€. The budget for 2021 is 464k€, which means that it is only 46% of the set KPI. For details see Annex 2 Figure 3.</p>	
<p><b>KPI: Trust Fund members</b> - By 2021 at least 60% of EFI Member Countries contribute and participate in the Trust Fund.</p>	
<p>Explanation: During the reference period (2017-2020) around 10 EFI Member Countries (about 35%) were contributing and participating in the Policy Support Multi Donor Trust Fund. This represents 58% of the KPI’s target value. For details see Annex 2 Table 7.</p>	
<p><b>Operational goal:</b> Develop a number of EFI facilities to support an effective European science-policy-practice interface on forests</p>	
<p><b>KPI: 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>Explanation: The Policy Support Facility is a central element of EFI’s policy support activities. The Facility is financed through the Multi-Donor Trust Fund (MDTF). Over the past years, the Policy Support Facility has addressed a number of policy-relevant topics covering different aspects of forests and the forest-based sector, such as Climate-Smart Forestry, Substitution effects of wood-based products in climate mitigation, forest disturbances (bark beetles), plantation forests, circular bioeconomy. For details see Annex 6.</p>	

**KPI: EFI facilities** - By 2021 EFI has consolidated a set of Facilities addressing operating at the science-policy-practice interface within the strategy thematic framework.



Explanation:

EFI Facilities, as described in the Strategy Implementation Plan, are instrumental for realizing the EFI mission: connecting knowledge to action. They aim to facilitate knowledge uptake by policy makers, practitioners and other stakeholders via capacity building, knowledge networking and the provision of demand-based expertise.





Currently, EFI has established the following facilities:

- **Policy Support Facility** provides support and promote the dissemination of scientifically sound policy-relevant information on forests and forestry.
- **Mediterranean Facility** is addressing the question of how to create sustainable value from Mediterranean forested landscapes.
- **Bioregions Facility** supports innovation, networking and policy learning, and develops joint strategies and actions, capacity building plus partnering and exchanging experiences around: Innovation, Institutions, Infrastructures and Investments
- **EU FLEGT Facility** supports the implementation of the FLEGT Action Plan, with a focus on Voluntary Partnership Agreements (VPAs) between the EU and timber-exporting countries.
- **EU REDD Facility** provides support to build institutions, decision-making processes and incentive structures to foster good land-use governance.
- Secretariat of the **European Forest Genetic Resources Programme** (EUFORGEN) promotes the conservation and sustainable use of forest genetic resources in Europe as an integral part of sustainable forest management.

Unfortunately, by the end of 2019, the **Planted Forests Facility**, which was focusing on topics around the sustainable management of planted forests, was discontinued. The reason for such a decision was lack of firm commitment (Host Country Agreement and stable funding) from France, which were established as conditions for any EFI office, as decided by the Council of EFI in 2015.

More details about the Facilities and their development during the period 2017-2021 is available in Annex 6.

## STRATEGIC GOAL: AWARENESS IN SOCIETY OF THE IMPORTANCE OF FORESTS

<b>Operational goal:</b> Build and facilitate effective science- media capacities to support a better-informed dialogue between scientists, policy-makers and society	
<b>KPI: EFI science-media programme</b> - In the period 2017-2021 EFI has organised 15 science-media training events.	
Explanation: This KPI was achieved as by the end of 2020 EFI has organised more than 15 science-media events. A list of events is available in Annex 3 Table 1.	
<b>Operational goal:</b> Develop EFI into a global brand and recognized source of reliable, contextualized and comprehensive information on forests for media and society.	
<b>KPI: Media visibility</b> - In the period 2017-2021 EFI has established five international media partnerships.	
Explanation: EFI has managed to establish a number of media partnerships to strengthen the collaboration with major media houses. A list of established media partnerships is provided in Annex 3 Table 2.	
<b>KPI: 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.	
Explanation: EFI's media reach in 2020 was 1,804 million, which represents 767% increase as compared to 2016 (235 million). Data on media visibility is provided in Annex 3 Table 3.	
<b>Operational goal:</b> Consolidate an organization-wide communication unit within EFI Secretariat	
<b>KPI: EFI communication unit</b> - By 2018 an efficient organization-wide EFI communication unit is operating.	
Explanation:	

Initially the EFI communications was organised in a decentralised manner, with very limited cooperation between communications experts from different units and overlaps in skills. In the past years, a EFI level Communications Group, which meets regularly, has been created to better coordinate the communications activities and to better utilise available expertise across different units. In 2021, it can be said that there is effective coordination and collaboration on communication across EFI. For details see Annex 7.

**Annex 1: Details on KPIs related to the Strategic Objective: AN AMBITIOUS EUROPEAN FOREST RESEARCH AND INNOVATION AREA**

**Table 2: Projects funded by EFI Network Fund in the period 2018-2021**

<b>Project acronym and title</b>	<b>Coordinator and coordinating institution</b>	<b>Implementation period</b>	<b>Funded amount (in EUR)</b>
ENGAGING – Engaging owners of small private forests in active management	Robert Jandl, Austrian Forest Research Center	2018-2020	40,162
FORMASAM – Forest Management Scenarios for Adaptation and Mitigation	Christopher Reyer, Potsdam Institute for Climate Impact Research	2018-2020	84,356
FORSCEE – The future of a forest-based bioeconomy in Central-Eastern and South-Eastern Europe	Bernhard Wolfslehner, University of Natural Resources and Life Sciences Vienna	2018-2020	13,790
FOSPREF-Wind – Wind risk to European forests under climate change	Tom Locatelli, Forest Research, UK	2018-2020	61,723
PerForm - Perceiving the Forest-based Sector in the Bioeconomy	Daniela Kleinschmit, Albert-Ludwigs University of Freiburg	2018-2020	62,082
BIOCITY - BIO-based solutions for the CITY of the future	Giuseppe Scarascia-Mugnozza, Italian Society of Silviculture and Forest Ecology	2020-2021	170,000
ReBio - Recipes for Biocities	Jerylee Wilkes-Allemann, University of Applied Sciences Bern, School of Agricultural, Forest and Food Sciences	2020-2021	90,000
Towards A Harmonised European Forest Monitoring System	tbc	2021-2022	200,000
<b>Total</b>			<b>722,113</b>

\* maximum budget of the grant call, actual budget will depend on the selected offer

Table 3: Overview of grants provided by EFI in the period 2017-2021

Year	Grant type	Grants offered	Actual granted	Amount per grant (in EUR)	Total amount (in EUR)
2017	Short Scientific Visits	10	9	2,000	18,000
2018	Young Leadership Programme	7	7	750	5,250
2018	Short Scientific Visits	10	8	2,000	16,000
2018	Young Scientist Initiative	5	5	5,000	25,000
2019	Young Leadership Programme	12	12	750	9,000
2019	Short Scientific Visits	10	5	2,000	10,000
2019	Young Scientist Initiative	10	10	5,000	50,000
2020	Young Leadership Programme*	6	6	750	4,500
2020	Short Term Mobility	10	8	2,000	16,000
2020	Young Scientist Initiative	2	tbc	5,000	10,000
2021	Short Term Mobility**	10	tbc	2,000	20,000
<b>Total</b>		<b>92</b>	<b>70</b>		<b>183,750</b>

\*postponed to 2021 due to COVID-19; \*\*call to be launched in spring 2021

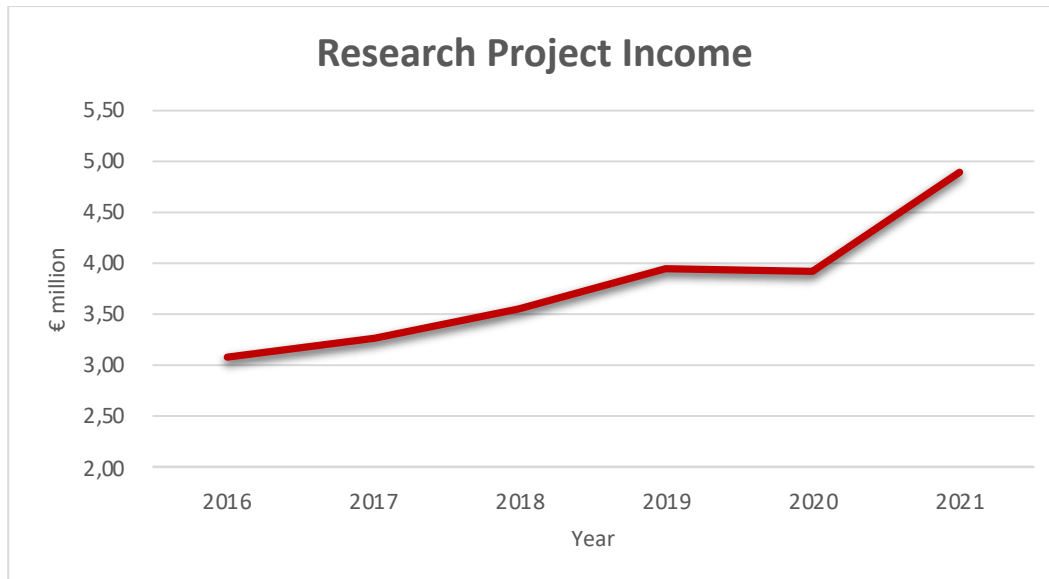


Figure 2: Research project income during 2017-2020



*Table 4: Peer-reviewed publications published by EFI researchers in the period 2017-2020*

Year	Peer-reviewed papers	Highest impact journals
2017	55	0
2018	76	0
2019	63	0
2020	n.a.*	1
Total	194	1
<b>Target value</b>	<b>250</b>	<b>5</b>

**Annex 2: Details on KPIs related to the Strategic Objective: SCIENCE- INFORMED POLICIES TO ADDRESS SOCIETAL CHALLENGES AND OPPORTUNITIES**

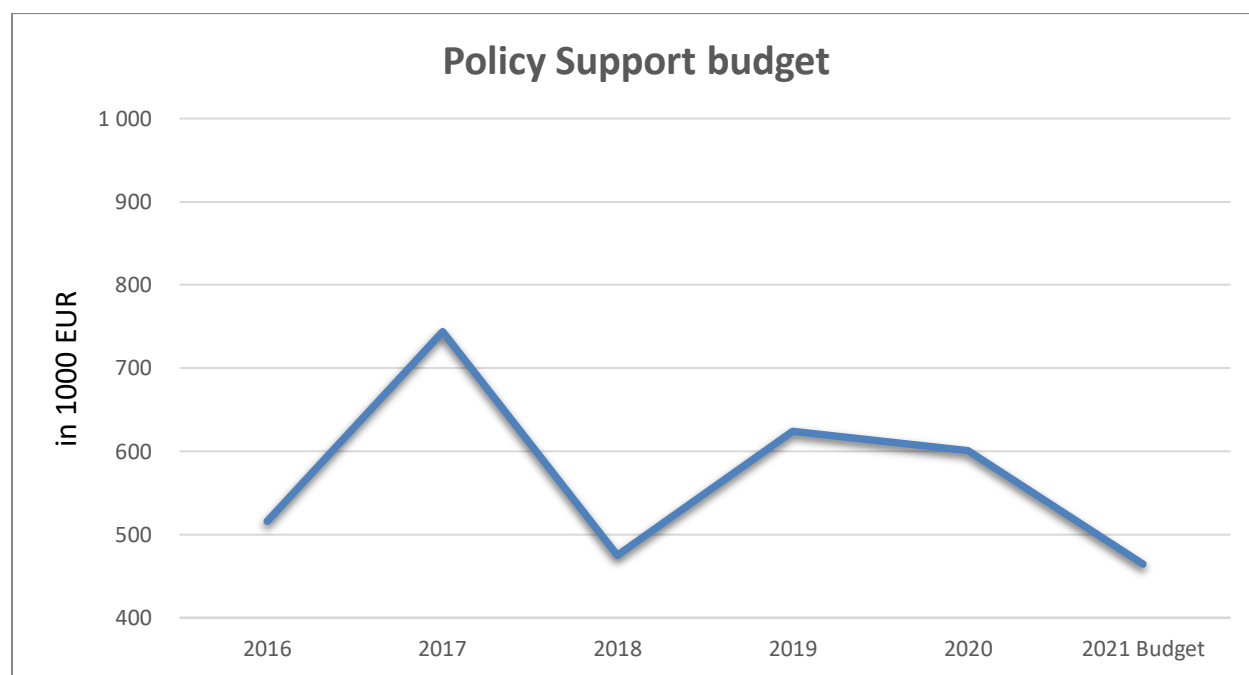
**Table 5: Overview of the downloads of publications produced by the Policy Support Facility in the period 2017-2020**

Year	Number of downloads	Target value
2017	23,000	<b>50,000</b>
2018	15,874	
2019	21,409	
2020	3,258*	
<b>Total</b>	<b>63,541</b>	

\* In 2020 a new system of measurement for online downloads was introduced

**Table 6: Overview of media articles about EFI policy support outputs**

Year	Number of articles	Target value
2017	39	50
2018	20	
2019	42	
2020	16	



**Figure 3: Policy Support budget during 2017-2020**

*Table 7: Overview EFI's member country participation in the Policy Support MDTF*

<b>Year</b>	<b>MDTF members</b>	<b>EFI Members</b>	<b>%</b>	<b>Target</b>
2017	10	27	37 %	60 %
2018	11	28	39 %	
2019	10	29	34 %	
2020	10	29	34 %	

*Annex 3: Details on KPIs related to the Strategic Objective: AWARENESS IN SOCIETY OF THE IMPORTANCE OF FORESTS*

*Table 8: List of science-media training events organised during the period 2017-2021*

Event title	Year
A media workshop at the ThinkForest ' <a href="#">Leading the way to a new European bioeconomy strategy</a> ' event (Berlin, Germany).	2017
A <a href="#">side media event</a> at the Bioeconomy Investment Summit (Helsinki, Finland)	2017
<a href="#">Lookout 360</a> (Lapland/Online)	2018
" <a href="#">Connecting Science and Journalism through Innovation and Collaboration</a> " at the International Journalism Festival (Perugia, Italy)	2018
"Facelift challenge: collaborative processes for climate change journalism" at the <a href="#">International Journalism Festival</a> (Perugia, Italy)	2018
'Immersive journalism meets climate change.' at the <a href="#">Global Editors Network Summit</a> (Lisbon, Portugal)	2018
' <a href="#">Exploratory Meeting: Constructing the Future of Science Journalism in Europe</a> ', Euroscience Open Forum (ESOF) (Toulouse, France)	2018
<a href="#">Solution Hack for Journalists</a> (Barcelona, Spain)	2018
<a href="#">Solution Hack for Journalists</a> (Helsinki, Finland)	2019
<a href="#">Fuse Workshop on Artificial Intelligence</a> at WCSJ19 (Lausanne, Switzerland)	2019
<a href="#">Fuse Workshop on Augmented Reality</a> at WCSJ19 (Lausanne, Switzerland)	2019
The <a href="#">Sound Reporting Co-lab</a> (Bialowieza, Poland /Online)	2019
Systems Hack: decoding fashion and its environmental impact, <a href="#">News Impact Summit Birmingham</a> , UK	2019
Capacity building for policymakers on dealing with media: National Gender and Climate Change Focal Points, UNFCCC. Systems thinking approach: <a href="#">Positioning Gender and climate Change through Transformative Communication</a>	2020
Capacity building for policymakers/NGOs on dealing with media: Wellbeing Alliance (WEAll) <a href="#">How Narratives Facilitate Change</a>	2020
Russian forests and climate change, 3-day online science-media workshop as part of the RUFORCLIM project.	2021
<a href="#">Online Solution Hack for Journalists</a> ,	2021

*Table 9: List of established media partnerships*

Partnership Project: <a href="#">360 video story on Climate Change Impacts on Wine Cork</a>
Partnership Project: <a href="#">The Disappearing Oasis, VR film on Climate Change</a>
Partnership Project: <a href="#">Drone Story on the River that Emerged in Argentina</a>
Partnership Project: <a href="#">360° Video on the Wildfires in Portugal</a>
Partnership for EFI Director Marc Palahi's opinion piece to be published via <a href="#">El Pais' Planeta Futuro Opinion section</a> , on the occasion of the International Day of Forests

*Table 10: Number of followers in social media*

	Facebook	Twitter	LinkedIn	YouTube
<b>2016 baseline</b>	3,621	4,828	3,305	323
<b>Target (2016+100%)</b>	7,242	9,656	6,610	646
<b>By end of 2020</b>	<b>8,141</b>	<b>13,699*</b>	<b>11,450</b>	<b>1,210</b>

*Table 11: Media reach as measured by meltwater*

Year	Media reach*
2016 (baseline)	235.8M
Target (2016+ 100%)	471.6M
2017	227M
2018	496M
2019	1064M
<b>2020</b>	<b>1804.4M</b>

\*includes @europeanforest @efiresilience @efimedfacility @euflegtredd

*Annex 4: EFI Research Network development assessments for the period 2017-2021*

**Forest Bioeconomy Research Network**

<b>Summary of the unit development during the period 2018-2020</b>
<p>In May 2019, the agreement between SLU and EFI on the new Research Network (RN) was signed. From 2019 the Forest Bioeconomy Research Network replaced the old EFINORD.</p> <p>Over the past two years the network was strongly connected to the Barents Euro-Artic Cooperation and to the Nordic Council of Ministers.</p> <p>In relation to the Barents Euro-Artic Cooperation's working group Barents forest sector network, the RN provided expertise and knowledge on forests and bioeconomy. As part of this engagement in 2019 the RN was responsible for arranging the Barents Forest Forum and developed a report on forests and bioeconomy in Northern Europe.</p> <p>During 2020, the network was also part of developing the report on <i>Ten trends for the sustainable bioeconomy</i>. The work was organized by the Nordic Council of Ministers.</p> <p>One of the main shortcomings of the RN is the limited network of partners. Thus, during the period of 2019 and 2020 there were ongoing discussions with new partners. These discussions have resulted in at least one new partner to be joining the network in 2021.</p> <p>The RN has over this period had two staff members, and 6 to 10 affiliated members from SLU and LUKE. The affiliated members have varied somewhat depending on the projects.</p>

**European Forest Policy Research Network**

<b>Summary of the development during the period 2018-2020</b>
<p>The Research Network on European Forest Policy was established in late 2018. The main achievements in this period were a very strong research output (around 100 publications), continuous high level policy support (e.g., studies, policy briefs, and collaborations with international organisations and national governments). Furthermore, the RN engaged in capacity building and networking activities, including bilateral collaboration (e.g., PhD support), and in loose collaboration with research partners across Europe and with a specific focus on East and South-East European countries.</p> <p>Content wise, the RN focused on European forest policy/governance, innovation in the forest sector, SFM criteria and indicators, societal perspectives of forests and forest management and bioeconomy and climate change.</p> <p>The main challenges of the RN were the limited visibility, looser network structure and dependency on project-related funding sources, which limit the capacities of the RN for additional strategic development and capacity building activities.</p> <p>The FPRN team has a strong senior group of researchers with specific fields of expertise, which complement each other very well. The high level of experience means a strong capacity for providing expertise for research proposals, implementation and policy support. Recently more junior research members joined the team in order to build up future capacities.</p>

### Bioeconomy Research Programme

Summary of the unit development during the period 2017-2020
<p>The overall capacity of the BIO Unit with respect to priority topics has increased during the period 2017-2020 especially in the areas of sustainability impact assessment and market research, and also in the newly developed Climate-Smart Forestry research area.</p> <p>Main achievements of BIO Unit are a number of new projects (e.g., monitoring the bioeconomy, wood-based products and markets, benchmarking wood value chains, and climate-neutral and resource-efficient bioeconomy), events and networking activities (e.g., supporting young leaders on forest bioeconomy, regional co-operation on bioeconomy, establishment of an EFI research network on Climate-Smart Forestry, establishment of the Bioregions Facility), key scientific publications and policy reports (e.g. on Climate-Smart forestry, Russian forests, and substitution benefits of wood-based products), and new digital tools (e.g., mobile I+ software).</p> <p>The total number of personnel working for BIO has varied between 15 and 20 staff members, with multiple visiting researchers and trainees. While the unit has succeeded in recruiting several junior researchers with promising capacity to develop further, it was difficult to attract senior staff.</p>

### Resilience Research Programme

Summary of the unit development during the period 2017-2020
<p>Between 2017 and 2019 the Resilience Programme (RES) was the only official research programme of the EFI Bonn unit and has grown from 4 people to approximately 20. Already during that period, a strong governance component was built, and at the end of 2019 the Governance Programme was launched. However, the two programmes continue working closely together on several projects, publications and events and the intense and fruitful collaboration is intended to be continued.</p> <p>RES has developed strong science and practice expertise particularly in relation to disturbances and risk management (with a special focus on forest fires), forest adaptation, and resilience of the socio-ecological forest system (that also includes the human system and the economy), integrated forest management for the conservation of biodiversity and various urban forest issues.</p> <p>Currently, RES consists of 12 staff members and one in-house consultant, including the Head, one Principal Scientist, three Senior Researchers, two Senior Experts and five Junior Researchers of whom three are PhD candidates.</p>

### Governance Research Programme

Summary of the unit development during the period 2019-2020
<p>EFIs Governance Programme was inaugurated at the end of the year 2019. All governance activities conducted at EFI Bonn prior to this date are not part of this assessment and are reported under the Resilience Programme. Since 2019, the governance programme has developed three main focal areas: global forest and environmental governance; European forest governance; and sociological research, e.g., on abandoned forest lands or in relation to forest employment.</p> <p>Currently, the Governance Programme consists of overall 12 researchers and a couple of trainees. Organized in two</p>

teams, the biggest new development of the programme since its inauguration has been the development of the work on global forest governance, complementing the pre-existing focus on forest governance within Europe. Here topics such as zero deforestation policies, sustainable finance or legality have become emerging research areas, connecting a European perspective to global forest governance challenges.



## Policy Support Facility

<b>Summary of the unit development during the period 2017-2020</b>
<p>During this period 10 science-policy reports were published (7 From Science to Policy -reports, 2 What Science Can Tell Us -reports and 1 Knowledge to Action -report). The topics that these reports and ThinkForest events addressed were bioeconomy, Climate Smart Forestry, Natura 2000 and biodiversity, bark beetle disturbances, public perception on forests, plantation forests, substitution (climate) impact of wood products, China-Europe bioeconomy and EU forest policy &amp; governance.</p> <p>The publications and ThinkForest events have had direct and indirect major political impacts, as the MDTF Annual Reports have reported during 2017-2020. Some of the highlights are the impacts to the EU Bioeconomy Strategy 2018 and to the Czech Republic forest law update regarding bark beetle disturbances in 2019.</p> <p>In terms of MDTF members, a positive development was that the Czech Republic joined the MDTF in 2017 and Lithuania in 2018. The annual MDTF funding has remained rather stable over the years, in 2017 and 2020 the member contributions were in total around 600 000 euros.</p> <p>The staff structure in 2017-2019 included Assistant Director, Policy Support Officer and Communication Officer. All were part-time and involved with other projects as well. In 2017, the Brussels Liaison Officer joined the team.</p>

## FLEGT and REDD Unit

<b>Summary of the unit development during the period 2017-2020</b>
<p>From 2017, the approach of Brexit increasingly impacted the Steering Committee dynamics, specifically on the EU FLEGT Facility side. Diverging views on priorities for the FLEGT work from the EC, the UK and other SC representatives, added to Brexit issues led to a stalemate and blocking the SC leadership of the EU FLEGT Facility and as a consequence the EU REDD Facility. The crisis nurtured in the course of 2018, accelerated in 2019 and led to the blocking of the governance of the Facilities in 2020.</p> <p>To ensure its priorities were covered, the EC negotiated bilateral programmes with us in 2020 providing continuity to the FLEGT support, while adding strict conditions on the location of FLEGT VPA experts, which profoundly transformed the modus operandi and organization of the unit.</p> <p>In a similar move, the UK launched its own forest governance programme, EFITAP, to continue benefiting from FLEGT, forest governance and REDD expertise in a post-Brexit world.</p> <p>Thus, while previously, all the work was conducted in two overarching programmes (the EU FLEGT and EU REDD Facilities) it is currently distributed over to 7 programmes (EU FLEGT Facility, EU REDD Facility, VPA ALA Facility, EU FLEGT Asia programme, KAMI , EFITAP, NewGo!). While the number of staff members remained rather stable (around 45 staff members) they are now distributed into 8 teams, to address the different programmes.</p>

Despite these changes, the budget managed by the Unit remained stable at around €7-7.5 Million.

## **Mediterranean Facility**

### **Summary of the unit development during the period 2017-2020**

The Facility has worked in parallel on topic development and cross-cutting activities. In terms of topic development, the unit mainly focused on topics relevant for the Mediterranean region, like social innovation and innovative business models based on non-wood forest products (e.g., coordination of the H2020 project Incredible), socio-economic dimensions of forest fire resilience, and on impact evaluations of REDD+, PES and other innovative interventions worldwide.

A major achievement was the launching the Bioregions Facility. The aim of the facility is to unlock regional potential through international exchange on the forest circular bioeconomy. The Facility is coordinated in collaboration with the Bioeconomy Programme in Joensuu.

An important element for the Facility is to strengthen the networking, communication and knowledge sharing among the Mediterranean partner organisations. The main element in this context is MedForest platform - an open-access, contributor-driven platform for news, views and happenings related to Mediterranean forests.

The main challenge for the Facility was the unstable core funding by Spain, which led to reduced activities in terms of capacity building and networking. Currently we are negotiating a multi-annual contract that would provide more stability in this respect.

Overall, the facility has 7 staff members. In the recent period the team specifically increased their capacity in relation to economics (payments for ecosystem services) with a principal scientist joining in 2018.

## **EUFORGEN programme**

### **Summary of the unit development during the period 2018-2020**

The EUFORGEN Secretariat has been hosted by EFI since 2018. In this period EUFORGEN successfully completed its fifth implementation phase (2015-2019) and successfully developed the strategic and operational directions for the VI Phase (2020-2024).

The priority task for the secretariat was to maintain a broad and transparent dialogue among countries on the priority topics in terms of forest genetics in Europe. This was conducted through specific consultation processes (e.g., developing a set of policy-relevant recommendations) and through specific European projects.

EUFORGEN continues its science-policy interface and its role was also recognised in the Forest Europe Bratislava Ministerial Declaration, where the representatives of the Signatories of FOREST EUROPE commit

“to recognise the need for dynamic conservation and utilization of forest tree genetic resources and management of forest tree species populations for production of forest reproductive material<sup>2</sup> and continue pan-European collaboration on forest genetic resources through the EUFORGEN to this end”.

Overall, the EUFORGEN Secretariat managed to maintain a broad support for the EUFORGEN activities among the countries, and as of March 2021 23 countries are providing financial support to the programme.

Since joining EFI, the nature of the Secretariat evolved from supporting a stand-alone programme to a hub on Forest Genetics, by starting to more strongly engage in European projects (e.g., the coordination GenRes Bridge, WP leadership in FORGENIUS). Additionally, the EVOLTREE network is now supported by the same team, optimising communication channels and human resources. This development also resulted in increasing the Secretariat’s staff from 2 to 4 members.

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<sup>2</sup> As reflected in the updated pan-European indicator for sustainable forest management 4.6 Genetic Resources

**Summary of the unit development during the period 2017-2020**

EFI's communications efforts during this period have concentrated on developing EFI into a global brand and reference for science-based information, at the interface between science, media and society. The Communications unit has led these efforts, focusing on innovative and ambitious initiatives like the Lookout Station which have made EFI a reference for science-media collaboration and spearheaded the capacity building for journalists to connect better with forest-related topics. The unit has used both traditional and new digital communications channels as well as events to develop EFI as a global brand and has made the most of a small organization's resources.

While it has positioned EFI as a reliable organisation for information for media, the Lookout Station project has struggled to find a distinct source of external funding, despite considerable efforts, including large number of applications to commercial organisations, charitable funding bodies and e.g., two Horizon 2020 applications. However, the success of the pilot Online Solution Hack in March 2021 demonstrates that future work within the Lookout Station should focus on online activities which will (a) reduce expenses and (b) reduce environmental footprint, while continuing to build the brand and position EFI as a unique organisation with high level experience in science-media capacity that other similar organisations do not have.

Media partnerships worked well to kick-start global awareness of EFI's brand and work, but now have been superseded (in terms of media reach) by the excellent media activities of EFI experts and staff, and by other science-media activities. The partnerships approach should therefore be discontinued.

Unit staff have also worked with many other programmes and offices on a variety of H2020 projects during this period, and the unit is heavily involved in the work of the Policy Support Facility. It also plays a vital role in corporate communications, as well as communicating with member organizations and EFI's wider network, and facilitating internal communication.