

FY2016 Business Plan (revised)

2016 年度事業計画(補正)

Institute for Global Environmental Strategies

FY2016 BUSINESS PLAN (REVISED)

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1. INTRODUCTION

Under the Integrative Strategic Research Programme for the Sixth Phase (ISRP6), which started from April 2013, the Institute for Global Environmental Strategies (IGES) has implemented strategic research and strategic operations, aiming to be an Agent of Change for transition to sustainable society in the Asia-Pacific region. Both strategic research and strategic operations were applied in a way that is flexible enough to cover a broad policy agenda, and to generate effective impacts in the region.

Strategic research consolidates seven research areas under three pillars of sustainable development, namely “Environmental”, “Economic” and “Social.” The research areas of “Climate and Energy”, “Sustainable Consumption and Production” and “Natural Resources and Ecosystem Services” are under the environmental pillar; “Green Economy” and “Business and Environment” are under the economic pillar; and “Integrated Policies for Sustainable Societies” and “Sustainable Cities” are under the social pillar. Under these seven research areas, IGES carries out strategic research at its Headquarters in Hayama, the Kansai Research Centre, the Kitakyushu Urban Centre, the Regional Centre in Bangkok, Thailand and the Beijing Office in China. The Tokyo Office provides all-IGES support and hosts one of the United Nations (UN) collaborating centres.

Strategic operations are led by the Programme Management Office (PMO) in order to produce timely and effective outputs targeting key policy processes through the PMO’s strategic operational functions including Coordination of Flagship Products, all-IGES activities, Knowledge Management, Capacity Development and Education, Quality Management of Research Outputs, Outreach, Networking and External Funding.

This Business Plan for FY2016 (April 2016-June 2017) presents FY2016 high priority activities for impact generation, FY2016 management plan, FY2016 budget plan, and other projects conducted by other IGES units.

2. FY2016 HIGH PRIORITY ACTIVITIES FOR IMPACT GENERATION

2.1. Overall or Basic Directions

The ISRP6 will be completed in FY2016, the last year of the phase. IGES will continue shaping itself into an Agent of Change in promoting the global transition towards a sustainable society. Many of the priority activities proposed below require collaboration not only within IGES but also with key partner organisations and stakeholders, therefore coordination in designing and implementing projects and activities will be further strengthened to generate meaningful impacts and create additional opportunities.

To provide support to the above, efficient and effective management is a must. IGES continues to improve its financial base in close collaboration with strategic operation activities and streamlining management.

In addition, IGES will enter the next phase of strategic research and operations in July 2017. IGES will develop plans using the Medium-to-Long Term Strategy (MLS) 2016-2025 as a guide to ensure a smooth transition.

Basic directions for strategic research, strategic operations and management laid out for FY2016 implementation are summarised below. These basic directions are also expected to help the smooth transition to IGES's next phase research and operation plans.

Impact generation through co-designing and co-producing with key partners

- A combination of strategic research and operations will enable IGES to generate larger impacts. IGES must effectively act as an Agent of Change to respond to a variety of needs following agreement on two major global processes (Paris Agreement at the 21st Session of the Conference of the Parties (COP21) and 2030 Agenda for Sustainable Development), and to this end, it will develop closer working relationships with key non-state actors in addition to national governments to which the Institute has been providing support as well as to the UN, with which IGES recently start hosting four collaborating centres and units.

Clearer use and allocation of the core fund and fund raising

- IGES has been vested with a core fund and support from national and local governments. For IGES to make the best use of this funding and induce necessary transformation in society as an Agent of Change by building its core competence from within, IGES will further prioritise activities and operations, and streamline management. IGES will also double its efforts in selective fund raising by research and operation units working closely to identify potential collaborators and funders and create a positive cycle of fund raising - strategic research/operations.

2.2. Specific Selected Focuses by Areas

Climate and Energy Area (CE)

- Conduct analysis of the decarbonisation process in major economies (political economic analysis of phasing-out of coal, development of indicators for measuring progression of mitigation policies, and review of national long-term low emission development strategies);
- Develop proposals for institutional design of the Paris Agreement (such as a 5-year cycle of nationally determined contributions) in following up the flagship publication in FY2015;
- Enhance the implementation of the Joint Crediting Mechanism (JCM) in the partner countries, develop guidelines for the cooperative approaches defined under the Article 6 of the Paris Agreement, and analyse the market mechanism under the United Nations Framework Convention on Climate Change (UNFCCC) for the 2020 and post-2020 framework;
- Launch the “Coalition on Paris Agreement Capacity Building”, consisting of enthusiastic institutes and international experts, to coordinate implementation of capacity building for developing countries in the context of the Paris Agreement Transparency Framework through providing country in-depth reviews and consultations, and on-line training courses and tools;
- Finalise Asian Development Bank (ADB) Technical Assistance for Future Cities and the Asia Smart City Alliance; and
- Strengthen linkage between UNFCCC and non-state actors (city and business) through the mechanisms and processes established under the UNFCCC.

Sustainable Consumption and Production Area (SCP)

- Take the lead on one of four major themes of a new five-year research project on SCP focusing on “Policy Design for Sufficiency and Contribution to the 10-year Framework of Programmes (10YFP) implementation in Asia,” as a theme-leading organisation. This project will be funded as a part of Strategic Research Area (S16 project) of the Ministry of the Environment Japan (MOEJ)’s Environment Research and Technology Development Fund, and is due to be launched in FY2016;
- Continue to serve as the coordination desk as well as a member of the multi-stakeholder advisory committee of the Sustainable Lifestyles and Education (SLE) Programme of 10YFP;
- Promote initiatives facilitating sustainable lifestyles, while seeking further collaboration with stakeholders both domestically and internationally;
- Contribute to 10YFP implementation by establishing the technical/scientific basis through the development of the analytical framework of the global SCP policy survey and methodologies of monitoring Greenhouse Gas (GHG) reductions effects of sustainable lifestyle projects on the ground;
- Continue to provide technical inputs as well as support to disseminate the newly updated Policy Guidance of Extended Producer Responsibility by Organisation for Economic Co-operation and Development (OECD) to be launched in mid-2016, to which IGES experts contributed to the development process by providing case studies and offering comments for revisions;
- Develop and share the 1st Draft of State of the Reduce, Reuse, Recycle (3Rs) in Asia Pacific, an assessment report of 3R policy progress in Asia and the Pacific based on indicators at the 7th Regional 3R Forum in Asia and the Pacific, to be held in November 2016, in Adelaide, Australia;
- Play a key role in international community to mainstream policy agenda of resource efficiency in the context of the Group of 7 (G7) (G7 summit was held in Japan in May 2016), OECD and United Nations Environment Programme (UNEP) International Resource Panel;
- As a part of the MOEJ’s 3rd Phase FY2008 Policy Study on Environment and Economy: Study on economic instruments to achieve substantial GHG emissions reduction by 2050 (PSEE) research on “Eco-efficiency in Resource Circulation,” contribute to develop a new set of indicators on resource efficiency;
- Publish the initial results of a pilot project on the collection of products containing fluorocarbons (FCs) and destruction of FCs in Southeast Asia in collaboration with a private company; and
- Assist the IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) in developing national and municipal waste management strategies/pilot projects including those

for Cambodia and Myanmar, providing training and capacity building in the region through the creation of knowledge products and case studies on selected waste management issues, and conducting outreach with relevant Japanese bilateral and multilateral institutions to strengthen partnerships and collaboration in the waste management sector. These activities will involve increasing engagement with UNEP's Climate and Clean Air Coalition Municipal Solid Waste Initiative (CCAC-MSWI) providing direct support to the initiative's national capacity building programme, and coordinating with IGES's Kitakyushu Urban Centre and City Task Force on municipal-level actions, including quantifying emissions reduction potentials in the waste sector and expanding CCAC-MSWI's regional network in the Asia-Pacific. In addition, contribute to waste-related activities of Yokohama Partnership of Resources and Technologies (Y-PORT).

Natural Resources and Ecosystem Services Area (NRE)

- Continue to develop knowledge on applying landscape and nexus approaches and principles for the integrated management of natural resources in contexts where competition over resources is growing and new developmental challenges, such as climate change, need to be faced. In FY2016, IGES research and activities to promote integrated approaches to natural resource management will include the following:
 - Promote the sustainable management of multi-functional forests by contributing to the development of Reduction of Emission from Deforestation and Forest Degradation, and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks (REDD+) guidelines for the Joint Crediting Mechanism and through activities to promote community-based forest management and responsible timber trade;
 - Implement a four-year Global Environment Facility (GEF)-funded Satoyama project that supports medium-size projects aiming to mainstream biodiversity conservation and sustainable management in priority Socio-Ecological Production Landscapes and Seascapes (SEPLS) with a focus on knowledge co-production. Provide training on the SEPLS Indicators of Resilience and manage Satoyama Development Mechanism under the International Partnership for the Satoyama Initiative (IPSI);
 - Contribute to increasing efficiency and ensuring local sustainability of water use by developing sustainable water and wastewater governance models as well as providing recommendations on reforming existing water policy to deal with competing demands on water associated with the water-food-energy nexus; and

- Further develop and test an approach to support local government plans to alleviate and adapt to flood risks by scaling up a pilot project in the Silang-Santa Rosa Sub-Watershed, the Philippines, to basin level. Continue to develop knowledge on practical tools for adaptation planning and adaptive capacity, such as vulnerability assessment indicators and local level formal financial services.

Green Economy Area (GE)

- Strengthen contributions to UNEP policy processes related to green economy transition under the Partnership for Action on Green Economy (PAGE) through quality work on green policy assessment and methodological improvement and contributions to their country studies;
- Contribute to research and methodological developments to International Labour Organization's (ILO) green jobs-related activities as well as to other new areas such as the quantitative assessment of the Nationally Determined Contributions (NDCs);
- Strengthen the application of the tools developed by GE over the past several years, in particular, the Japan 2050 Low Carbon Navigator and the analytical tools (web interface) and database developed for Sustainable Development Goals (SDGs) indicators and for the water-energy nexus through publications networking and outreach activities;
- Expand opportunities for collaboration with other institutes and organisations such as the Global Green Growth Institute (GGGI) and Green Growth Knowledge Platform (GGKP) based on GE's existing and newly-developed expertise in sustainable development indicators;
- Continue to manage the secretariat function and strengthen the foundation of a business group including its membership, policy proposals and dialogues, and communication/outreach activities. Policy research on carbon pricing will be implemented and the very latest information for climate briefings targeting the business leaders in Japan will be provided; and
- Organise the International Research Network for Low Carbon Societies (LCS-RNet) 8th annual meeting at the Wuppertal Institute (WI) in September 2016 in conjunction with WI's 25th commemorative events and an international conference on transition research. In addition, start joint research on long-term scenarios between Japan and France, and between Japan and Germany respectively, following-up Japan-France bilateral Memorandum of Understanding (MOU) on mutual collaboration (concluded in December 2015) and Japan-Germany joint declaration (concluded in May 2016). For the Low Carbon Asia Research Network (LoCARNet), hold the 5th annual meeting together with the Institute Teknologi Bandung (ITB) and other organisations in October 2016.

Business and Environment (Kansai Research Centre (KRC))

- Continue technology assessment of Japanese low-carbon technologies (LCT) with wider engagement of relevant stakeholders in Japan and developing countries in Asia and efforts to launch a matchmaking platform in which relevant stakeholders of research institutes, industry, local governments and financial institutes, building upon the achievement of projects conducted in FY2015; and
- Conduct policy research on LCT diffusion to expand the technology scope to figure out the overall diffusion trends and mitigation effects at the sector level and the required policy scheme.

Integrated Policies for Sustainable Societies Area (IPSS)

- Contribute to regular cooperation on waste management, air quality management and other shared concerns in 2016 and onwards based on the finalised MOU between Kawasaki and Bandung city in 2015. Support the IGES City Task Force in strengthening partnerships between local governments and external actors (such as ICLEI, Institute Teknologi Bandung, Asian Institute of Technology (AIT), the Rockefeller Foundation and World Resources Institute). Make strategic inputs on urban issues into the Habitat III, SDGs and climate change processes;
- Work with policymakers in Korea, Thailand, the Philippines, India and Indonesia to identify national and subnational readiness conditions for SDG implementation. The results of this work will not only be shared with the Japanese government during the course of commissioned work and preparations for the G7 Toyama Environment Ministers' Meeting (EMM) to understand prospects and needs for SDG implementation in Asia, but the results also contribute to a symposium to be organised by Sustainable Development Solutions Network (SDSN) Japan in April 2016. Efforts will be made to provide training and capacity building for policymakers, companies and development agencies on SDGs implementation in Asia; and
- Work with policymakers to develop a *Regional Assessment on Atmospheric Pollution in Asia*. The team will also conduct a “training of the trainers” capacity building on co-benefits in China and possibly other countries in Asia. IGES researchers will also work with policymakers in Cambodia, Lao PDR and Viet Nam to develop a proposal for gender sensitive climate finance; strengthen engagement between women's organisations and climate agencies; and mainstream gender into climate policies.

Sustainable Cities (Kitakyushu Urban Centre (KUC))

- Continue support in developing integrated waste management policies/plans both at national and local levels through policy research and capacity development programmes to be funded by UNEP and MOEJ, aiming to promote public health, resource efficiency, and low-carbon development. Target countries (cities) will be Philippines (Cebu), Thailand (Rayong and Map Ta Phut), Viet Nam, Indonesia (Surabaya) and Myanmar (Mandalay) to reduce adverse environmental impacts and achieve efficient use of resources;
- Carry out policy and action research on low-carbon, resilient and sustainable cities in Asia. KUC supported the City of Kitakyushu to organise a symposium on local energy production for the G7 Kitakyushu Energy Ministerial Meeting (completed as of June 2016. Based on the findings from the symposium, KUC develops a booklet “*Involvement of the Local Government in the Local Production for Local Consumption of Energy: Case consideration of local energy companies, including the City of Kitakyushu*”; and
- Enhance multi-stakeholder partnership and network for achieving sustainable development goals in Asian Cities. In line with this, KUC in partnership with other stakeholders in Kitakyushu City will promote the sustainable lifestyles and environmental education programmes in Myanmar and Indonesia to addressing global challenges, such as resource efficiency, climate change mitigation and adaptation, poverty reduction and social well-being. The lessons learned will be shared at the Sustainable Forum in Kitakyushu City.

Regional Centre (Bangkok)(BRC)

- Contribute to organising the 5th Asia Pacific Adaptation Network (APAN) Forum in Sri Lanka in October 2016; continue maintaining the APAN website; assist developing an adaptation training programme in cooperation with AIT-Regional Resource Centre for Asia and the Pacific (RRC.AP) and Climate Change International Technical and Training Center (CITC)-Thailand Greenhouse Gas Management Organization (TGO), by taking advantage of the training modules developed by the US Agency for International Development (USAID) Adapt Asia-Pacific and synthesising knowledge accumulated by past APAN activities as a way-forward activity of APAN and Adapt Asia-Pacific; continue to collaborate with the main contractor of Adapt Asia-Pacific, to jointly apply for a succeeding adaptation programme of USAID;
- Continue cooperating with USAID Mekong Partnership for the Environment (MPE) which aims to improve the environment of the five countries in the Lower Mekong Region to develop

a regional guideline for public participation in Environmental Impact Assessment (EIA) by assisting the Regional Technical Working Group; start implementing US Environmental Protection Agency (US EPA)-funded four-year programme on strengthening EIA in the Lower Mekong Region with MPE; provide EIA-related inputs to the 36th Annual Conference of the International Association for Impact Assessment (IAIA16) in Nagoya, Japan, in May 2016; develop new twinning projects for air quality management in the region with the ADB;

- The UNFCCC Regional Collaboration Centre (RCC) in Bangkok continues supporting implementation of NDC in selected countries; collaborate strategically with the CITC-TGO, in organising capacity building workshops and training; continue support assessing low-carbon technology transfer possibilities in selected countries;
- Implement the Year 3 Association of South-East Asian Nations (ASEAN) Environmentally Sustainable Cities (ESC) Model Cities Programme in eight countries with particular focus on evaluation of environmental and social improvements with locally available indicators linked to SDGs and disseminate the findings by organising the 8th High Level Seminar on ESC in Bangkok, Thailand, in early 2017; develop cooperation relationship with new partners including the C40 Cities Climate Leadership Group (C40)¹, Sustainable Cities programme of the GEF and others; and
- Provide seminars/workshops organising services in Bangkok in collaboration with other IGES groups in view of establishing an income generation system; issue IGES project-related opinion pieces to the news media strategically; and finalise the UNEP Asia-Pacific Regional Assessment: Global Environment Outlook 6, 2016.

Beijing Office (BJG)

- Continue promoting inter-city cooperation between local cities in Japan and China for improving air quality in China as the overall coordination platform for Japan-China inter-city cooperation project with a focus on promoting coordination and discussion on the implementation of joint research and model projects between local cities in Japan and China;
- Continue participating in Japan International Cooperation Agency (JICA) project on wastewater treatment technologies and management systems for rural areas in China with the

¹ C40 is a network of the world's megacities committed to addressing climate change consisting of 40 cities across five continents.

aim to establish a model of wastewater treatment technologies and management system for rural areas in China; and

- Support various all-IGES activities in China.

Tokyo Office

- Continue providing a venue for IGES staff to hold meetings with key stakeholders and improve services;
- Continue assisting IGES Senior Fellows/Fellows in implementing their projects;
- Continue supporting the Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) for the regional assessment activities such as
 - Complete the first Order Draft by middle of May,
 - Conduct review process of the external experts by early July, and
 - Support participants to the second regional authors' meeting which will be held in August 2016 in Bonn.
- Launch the Japan Biodiversity Fund (JBF) and conduct the following capacity building activities for assessment and policy development process for IPBES with funding from JBF managed by Convention on Biological Diversity (CBD) Secretariat, in collaboration with Asia-Pacific Network for Global Change Research (APN).
 - Integrate regional assessment through literature collection,
 - Make inputs to assessment related to scenario analysis, and modelling, and
 - Provide policymakers with knowledge in collaboration with APN.

2.3. Strategic Operations

Aiming to achieve institution-wide targets, the PMO will take the lead in promoting IGES strategic research and impact formation. The PMO will carry out IGES-wide strategic planning and coordination, and proceed with comprehensive operations such as coordination of flagship products, all-IGES activities, knowledge management, capacity development and education, quality management of research outputs, networking, outreach and fund raising, in order to make timely and effective inputs into important policy processes. Main focus in FY2016 will be:

Strategic Planning and Coordination

- Improve the quality of annual planning (especially publication and outreach) and reviewing process (deliverables in each Area as well as at the individual level) that helps prioritise research and operation activities for effective impact generation and its documentation;
- Assist in synergising research activities and strategic operations for fund raising, leveraging resources outside IGES, and/or co-producing knowledge products with key partners for impact generation; and
- Develop an Integrative Strategic Research Programme for the Seventh Phase (ISRP7) and plan for the necessary transition from ISRP6 with the sections concerned.

Coordination of Flagship Products

- Continue work on climate change with a sharper focus on carbon pricing, especially how an effective carbon tax could be introduced in Japan;
- Assess how selected Asian countries are responding to the new global agenda, both at national and local levels, especially how governments engage and enable non-state actors to work on SDGs;
- Start the production of a publication to be launched at IGES 20th anniversary in 2018 while keeping in mind the need for under-way output to be published during the process;
- Play an active role in research on lifestyle changes towards sustainable consumption; and
- Explore options for new cross-divisional research initiatives to strengthen IGES's profile and recognition.

Major All-IGES Activities

Main focus in FY2016 will be:

City Task Force

- Co-organise G7 Toyama EMM Parallel Session on the Role of Cities in Toyama (May 2016), in collaboration with MOEJ, Toyama City Government and ICLEI Japan. Explore opportunities for future cooperation with organisers and participants (e.g. organising an International Forum for Sustainable Asia and the Pacific (ISAP) 2016 session on the G7

Toyama EMM “The Role of Cities” event, analyse participant cities’ good practice approaches, collaborate with international organisations (ICLEI, 100 Resilient Cities (100RC)), report to G7 Italy 2017);

- Support city-to-city cooperation between Japanese and Overseas Cities such as: Kawasaki-Bandung (with IPSS), Yokohama-Batam (through Y-PORT activities managed by CE) and explore future possible collaboration with the World Resources Institute (WRI) in relation to the ADB Future Cities Program;
- Create a city-to-city capacity building programme on environmental issues (with KUC, BRC, CE, ICLEI Japan);
- Develop city Plan-Do-Check-Adjust (PDCA) analysis methodology, using simulation models in collaboration with the Asia-Pacific Integrated Model (AIM) team. Apply the methodology to cities such as Kyoto, Yokohama (Japan), and Putrajaya, Iskandar (Malaysia);
- Conduct policy research under the Rockefeller Foundation’s 100RC program, by becoming a 100RC platform partner and supporting IPSS work on sustainable transport co-benefits in the Indonesian City of Semarang; and
- Significantly increase the visibility and impact of IGES cities work through the evaluation of in-house geographical and sectorial expertise and producing related reports and outreach materials to be disseminated at key international events, including ISAP2016 (12-13 July, Yokohama), the Third Session of the Preparatory Committee (PrepCom3) of the United Nations Conference on Housing and Sustainable Urban Development (HABITAT III) (25-27 July Surabaya), HABITAT III (17-20 Oct. Quito), LoCARNet annual meeting (25-26 Oct., Bandung) (with CE), COP22 (7-18 Nov., Marrakesh), and Asia Smart City (17-18 Nov., Yokohama) (with CE).

G7 Toyama EMM

- Assist MOEJ in organising G7 Toyama EMM in Toyama in May 2016 in collaboration with multiple Areas concerned.

Project on EIA

- Organise the Asia EIA Conference in Nagoya in May 2016 and publish a conference paper in collaboration with NRE.

Knowledge Management

- Implement new Enviroscope system and strengthen features for operational management;
- Develop a Good Practice database;
- Develop a full-scale Cities database;
- Rebuild and renew IGES Website for the start of ISRP7, employing a content management system, automating repetitive tasks, and allowing IGES staff to focus on effectively reaching the intended audience by improving presentation on the webpages and other measures. These changes will also decrease the need for external resources when taking on new web-based projects; and
- Expand training on knowledge management systems.

Capacity Development and Education

Capacity Development

- Assist NRE in developing Adaptation Initiative capacity building/training programmes;
- Collaborate with United Nations University-Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES) to establish a Regional NEXUS Observatory in Asia;
- Collaborate with CITC-TGO, JICA, and LCS-RNet for developing capacity building/training programmes;
- Organise/facilitate support for ADB Asia Leadership Programme 2017; and
- Develop new e-learning materials and products.

Education

Major education components in FY2016 are: 1) Monitoring and Evaluation of Education for Sustainable Development; 2) Capacity Development and Education for Sustainable Lifestyles; 3) Social Learning in Collaborative Governance; and 4) Education for Disaster Risk Reduction

- Engage in Education for Sustainable Lifestyles programmes under the 10YFP on SCP programme on Sustainable Lifestyles and Education;
- Implement project under the United Nations Educational, Scientific, and Cultural Organization (UNESCO) Global Action Programme (GAP) partner network;

- Provide research and support services for MOEJ's Office of Environmental Education for bilateral collaboration with US EPA;
- Conduct research project under the Global Environmental Education Partnership; and
- Conduct Social Learning research project under SCP Suishinhi component on Case studies for Low Carbon Living at the local level.

Quality Management of Research Outputs

- PMO will continue work to promote and strengthen the quality of final outputs through proactive facilitation throughout the research process including planning as well as review of final outputs; and
- Procedures will continue to be strengthened, and further efforts will be made to enhance the research capacity of IGES researchers.

Networking

- Identify strategic partnerships that can draw co-producing knowledge products and impact generation with IGES for FY2016 and beyond with the Areas that handle budgets for concerned networks, the Planning and Coordination section, and the Outreach team;
- Explore IGES's strategic partnership with the Earth Negotiations Bulletin (ENB) operated by the International Institute for Sustainable Development (IISD);
- Organise ISAP in July 2016 in Yokohama with the Outreach team; and
- Seek to diversify and strengthen partnerships with multi-stakeholders including local governments, business sector and civil society organisations.

Outreach

- Continue to plan and conduct ISAP and other events hosted by IGES in cooperation with the relevant Areas/ teams to enhance the recognition of IGES and its research activities by the targeted audience in an effective way;
- Improve the performance of the IGES website as a portal for disseminating information and outputs by conducting user and log data analysis for enhancing the accessibility and user-friendly function for further development;

- Make the best use of communications materials and activities such as events, website, publications, e-newsletter and brochures for outreach, and update IGES Communications Policy and Brand Guidelines;
- Produce and distribute press releases and pitch stories featuring key projects and events to the media, and continue conducting media interviews, press conferences and media roundtables to build stronger relationships with the media; and
- Renew and update IGES communications materials such as the organisation brochure and official website in line with the ISRP7.

Fundraising

- Identify opportunities for co-producing knowledge products and fund raising by tightening linkages with existing strategic research and operation activities. Potential funding opportunities include: Special Accounts for Energy (domestic) and those offered by ADB and other development agencies (overseas).

3. FY2016 MANAGEMENT PLAN

The Secretariat has developed a more effective and efficient system of governance in order to respond with the accountability required as an organisation in the public interest and to support sustainable strategic research activities. Under the three pillars of Human Resources Management, Accounting and General Affairs, the Secretariat works jointly with the PMO to manage human resources and funding, and to support the development of a base for organisational management with a perspective of “management” beyond conventional “administration.”

3.1. Human Resources Management (HR)

(1) Strive for appropriate staffing to level workloads

To cope with increasing workloads of the institute as a whole while stabilising the number of employees, efforts will be made to more flexibly allocate the existing workforce to meet seasonal rise and fall of workloads, securing supports from external experts, or hiring short-term or part-time employees. The Budget Control System (BCS) will be more effectively utilised so that managers can easily monitor and balance the work hours and work loads of their staff members for a more pleasant work environment with sound labour management.

(2) Assist capacity development of employees to increase productivity

To ensure that administrative procedures are as efficient as possible, various internal workshops and seminars will be organised for both research and administrative staff members to increase their knowledge and productivity. Indicators and procedures for individual performance review will be reviewed so as to create a clear internal career path in the 7th phase.

(3) Design a new human resources management system for 7th Phase recruitment

Following the HR policy in line with the basic policy envisaged in the MLS (2016-2025) of IGES, necessary amendments of IGES regulations concerned will be made to realise a flexible HR system, so as to timely respond to business needs. In addition, a new salary system will be designed whereby compensation is closely linked to business responsibilities. Based on the above, the preparation will be made for the 7th Phase recruitment scheduled in the autumn of 2016. The Secretariat will lead the recruitment process so that all positions of the 7th Phase will be recruited timely for the smooth start of the 7th Phase in July 2017.

3.2. Accounting (AC)

(1) Conduct appropriate management towards sound financial balance

Based on clear direction on how to use the core fund and investment budget effectively, methods for project level, Area/division level and institutional level financial management will be further improved and continued to be implemented. Necessary information should be provided to Task Managers, Area Leaders and other senior staff for their management through the BCS which is to be improved in cooperation with PMO and HR Section.

(2) Make management of external fund projects more efficient so as to raise client satisfaction

An on-going challenge is to develop more efficient financial management related to external fund projects such as budget control and financial reporting to clients (Seisan). BCS could be improved further and related administrative operations in both the Accounting Section as well as in Areas will become more sophisticated using the appropriate manuals and guidance. To increase efficiency as well as to raise quality will also contribute to raising client satisfaction.

(3) Maintain sound financial status

Necessary preparations should be completed to develop a sound financial structure for the ISRP7, which includes a change in the business year. Considering the fact that most of the externally funded projects start after July of each year, the aim is to develop a more precise business plan and budget by shifting the business year from April-March to July-June so as to link with staff contract period which has already shifted.

3.3. General Affairs (GA)

(1) Raise All-IGES administrative efficiency

Current application and approval processes such as Kian should be streamlined and simplified so as to shorten the time needed for administrative procedures, to lessen the burden on staff involved, and to fix the internal approval. Revisions to rules and regulations are being carried out to increase efficiency. In addition, in response to organisational changes for the upcoming 7th Phase, in-house workshops to improve operational efficiency will be held for Assistant staff.

(2) Strengthening of the legal system

A legal system has been established to ensure the smooth running of the Institute. In order to carry out business and work activities that comply with laws/regulations and the system, an operational system has been set up making use of the knowledge of an external expert. As part of this, in-house knowledge provision and implementation support have been improved by developing various model contracts under the supervision of the external expert, as well as by holding training sessions and preparing a manual.

(3) Efficient use of facilities and creation of comfortable work environment

Work shall continue in cooperation with building management company to maintain and run the IGES building taking into account the malfunctions that occur after many years of use, while prioritising employees' safety and a trouble-free work environment. Ahead of the 7th Phase, a system will be created that can respond and prevent any potential future defects by liaising with the concerned organisations and preparing the necessary funds. Moreover, an office environment will be created with comfortable and convenient working arrangements, in response to the further application of the Fellow and Intern system.

(4) Contribution to local governments

IGES receives support from various local governments including Kanagawa and Hyogo Prefectures and Kitakyushu City, and by holding joint seminars and disseminating information on environmental issues that make use of IGES research and knowledge, it is hoped that local governments can enjoy the benefits of their support and local citizens can gain better awareness of IGES. Contributions to environmental education will be made by providing opportunities for work place experience and exchange activities with researchers targeting educational institutions including local junior high schools in Hayama and other local areas. In addition, further efforts will be made to invite visitors from overseas to visit local authorities in Kanagawa thereby creating opportunities to strengthen relations.

4. BUDGET OUTLINE FOR FY2016

4.1. Overall Policy

- Responding to the expected deficit in FY2015, FY2016 should be recognised as an important year as the first step to reform towards sound financial management as well as to develop a base for shifting to the 7th Phase following the Medium-to-Long Term Strategy, and necessary measures should be taken appropriately.
- Expenditure reduction should be performed without any exception, reviewing all of the expenditures including personnel and administrative costs, costs for both externally-funded operations and IGES own initiatives, as well as strategic investments. These efforts could help IGES secure resources for the future investment.
- Particularly, the use of the core fund should be made accountable and prioritised so as to ensure truly necessary investments to achieve IGES mission.

4.2. Major Measures to Improve Financial Performance

Income Side

- Strategic fund raising

Fund raising should be carried out strategically by identifying important categories or specified projects to be approached according to the nature of resources as well as the type of business.

- Ensuring quality of external funds

To secure the necessary internal reserves ² under each contract of commissioned/contracted projects, guidelines should be prepared for the use of staff members. There will be a position established to support obtaining projects of good quality, and to negotiate by himself/herself with clients about the conditions in order to obtain projects of larger-scale.

Expenditure Side

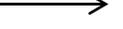
- Effective use of core fund

IGES own initiatives and strategic investment activities should be implemented selectively along with FY2016 priorities, and the generated impacts should be made more visible.

² Internal reserves = contract value minus operating costs, which remains within IGES to be used for personnel and administrative costs.

- **Appropriate outsourcing**
In principle, limited tender type of contracts should be avoided in contracting out work. By comparing multiple estimations, appropriate contract value will be set through internal examination. There will be a position established to support identifying appropriate contract value, which is also crucial to maintain institutional soundness.
- **Cost reduction shifting from outsourcing to insourcing**
Focusing on small-to-medium scale outsourcing for research activities and logistic operations requested under external funded projects, an insourcing system should be established under close cooperation among PMO, HR and AC, to internalise such works. In addition, necessary preparations will be started to establish a business wing to conduct a part of such works, while investigating business models and financial feasibility.
- **Cost reduction on administrative costs**
Not only ordinary administrative costs but also other administrative operation costs existing within the institution should be identified, and efforts should be made to reduce those costs in the course of promoting efficiency of the concerned operations.

Summary Table: Basic Strategy of the Business Plan FY 2016

	FY 2010- FY2012 (Fifth Phase)	FY2013- FY2014 (Sixth Phase)	FY2015	FY2016	Remarks
International recognition					Aim to improve through increased impact generation.
Impact					Aim to increase through working closely with target stakeholders and key partner institutes to achieve goals of the Sixth Phase.
Output					Aim to achieve the similar level including the number of quality policy publications.
Financial overall balance					Aim to improve financial balance.
External funds					Keep the fund volume with increased internal reserves so as to secure the resource to invest for strengthening IGES's core activities.
Governance					Aim to improve through examining and redefining the use of core fund and streamlining support that help implementing prioritised strategic research activities and operations.

5. PROJECTS FOR PUBLIC INTEREST PURPOSE

5.1. TSU for the Intergovernmental Panel on Climate Change (IPCC) Task Force on National Greenhouse Gas Inventories (TFI)

The TSU for IPCC-TFI provides scientific, technical and organisational support to the TFI under the supervision of the TFI Bureau (TFB) to fulfil the following two objectives. The activities planned for FY2016 are explained in (1) – (4) below.

- To develop and refine an internationally-agreed methodology and software for the calculation and reporting of national GHG emissions and removals; and
- To encourage the widespread use of this methodology by countries participating in the IPCC and by signatories of the UNFCCC.

(1) Development, Maintenance and Improvement of IPCC Inventory Software

The IPCC Inventory Software helps inventory compilers to implement calculation of emissions and removals of greenhouse gases according to the 2006 IPCC Guidelines for National GHG Inventories (2006 IPCC Guidelines). In FY2016, the TSU will improve and enhance its functions, for example, by developing worksheets for Tier 2 methods for some categories. In addition, the TSU will continue providing technical support to users.

(2) Management of IPCC Emission Factor Database (EFDB)

The IPCC EFDB is a database of emission factors and other parameters whereby national experts can find nationally appropriate values to develop national GHG inventories in accordance with the IPCC inventory guidelines. In FY2016, the TSU will continue enhancing its usefulness by collecting data, organising relevant expert meetings and supporting the EFDB Editorial Board as well as implementing other activities to improve the database (i.e. improvement of the EFDB website and database system).

(3) Production of Reports to Supplement or Refine the IPCC Inventory Guidelines

The IPCC TFI commenced technical assessment of IPCC inventory guidelines in 2015 with a view to assessing the maturity of scientific advances and the availability of new data since the 2006 IPCC Guidelines to support the refinement or development of methodological guidance on national greenhouse gas inventories. In FY2016, the TSU will continue managing the

implementation of technical assessment by organising relevant expert meetings, and will also continue assisting the TFB in considering the TFI's future work plan. In accordance with the decision by the IPCC at its 43rd Session in April 2016, the TFI will start production of new methodological report(s) during FY2016 with a view to completing it in May 2019.

(4) Collaboration with Other Organisations

In FY2016, the TSU will continue cooperation with other organisations on inventory-related matters. For example, the TSU will contribute to inventory-related capacity building programmes implemented by UNFCCC, JICA, National Institute for Environmental Studies (NIES), etc. by sending programme officers as resource persons and providing inventory-related materials developed by the IPCC TFI. The TSU will also collaborate with other projects in IGES, where appropriate, on matters relating to estimation of greenhouse gas emissions and removals.

5.2. Asia-Pacific Network for Global Change Research (APN)

APN is an inter-governmental network whose mission is to promote collaborative research activities under the themes of Climate Change, Biodiversity and Ecosystems, Changes in the Atmospheric, Terrestrial and Marine Domains and Risk Reduction and Resilience and others. Developing the scientific capacity of scientists in the field of global change research, especially in developing countries is also one of APN's important pillars. In so doing, APN fosters the development of policy options for responses to global change that contributes to sustainable development and low-carbon society. APN is planning to conduct the following activities in FY2016:

(1) Regional Research Programme

APN will support international collaborative research projects, selected through the Annual Regional Call for Research Proposals (ARCP), and approved by the 21st Inter-Governmental Meeting (IGM). Also, APN supports, through its frameworks in areas of particular interest and priority of its Member Countries, selected research projects and capacity development activities:

- Climate Adaptation Framework (CAF)
- Low Carbon Initiatives Framework (LCI).

(2) Scientific Capacity Building and Enhancement for Sustainable Development in Developing Countries (CAPaBLE) Programme

APN supports capacity building activities for young, early-career scientists and practitioners, in particular in developing countries. Capacity building activities will also be selected through a competitive call for proposals and approved by the 21st IGM.

(3) International Forum/Symposium/Workshop

i. Sub Regional Committee (SRC) Meeting

APN has established committees with respect to each region, i.e. Southeast Asia, South Asia and Temperate East Asia. In 2016, South Asia SRC Meeting will be held to share common challenges and research needs for sustainable society.

ii. Science-Policy Dialogue (SPD)

APN will hold a SPD as a back-to-back meeting of the aforementioned SRC meeting to strengthen appropriate interactions among scientists and policymakers, and adequately provide scientific input to policy decision-making.

iii. Proposal Development Training Workshop (PDTW)

APN will hold a PDTW to develop the capacity of young scientists from developing countries to conduct global change research and compete for funding.

iv. Activities Jointly Organised and Conducted with Hyogo Prefectural Government

APN will co-organise the following international events with Hyogo Prefectural Government, which has been supporting APN since 1999 as the host government of the APN Secretariat.

- Hokusetsu SATOYAMA International Seminar
- The 11th International Conference on Environmental Management of Enclosed Coastal Seas (EMECS11)

(4) Other

i. Inter-Governmental Meeting and Other Meetings

APN will conduct its 21st IGM and Scientific Planning Group (SPG) Meeting in Zhengzhou, China, in April 2016.

5.3. Japanese Center for International Studies in Ecology (JISE)

Aiming to realise a sustainable society and biodiversity conservation through ecological study, the Japanese Center for International Studies in Ecology (JISE) conducts practical research into the restoration and creation of ecosystems from the regional to global level; JISE also offers training programmes for ecology and nature restoration, and collects and provides environmental information. JISE will implement the following activities in FY2016:

(1) Research Projects

JISE will promote practical research projects regarding environmental conservation and restoration based on ecological study, which include “Restoring Tropical Forests (Malaysia, Kenya and Cambodia)”, “Actual and Potential Natural Vegetation in Asia and the Pacific (Thailand)”, “Vegetation Science Research Related to Conservation of Biodiversity” (Kinki region of Japan)” and “Structure and Dynamics of Regional Ecosystems including their Evaluation” (Lao PDR and Japan), as well as studies on evaluation and recognition of vegetation resources (north eastern Japan).

In particular, FY2016 will see JISE continue to implement research started in FY2015 contributing to reducing the effects of a future tsunami from the Tokai region through southern Japan resulting from an earthquake originating in the Tokai or Nankai troughs. Evaluation of coastal forest in the Kinki and Shikoku areas and research on potential natural vegetation for target setting of disaster prevention coastal forest will be carried out with support from external research assistance. Furthermore, while companies and local governments are promoting forest creation across Japan in locations such as Akita, Miyagi and Shizuoka, JISE is promoting basic studies and research linked with its main projects for necessary restoration targets. Based on the above research, JISE will carry out proactive social contributions in partnership with many other institutes and organisations by promoting the replanting of forests based on potential natural vegetation to prevent disasters and preserve the environment. Such promotion activities have multilateral functions including contributions to global climate change policy, conservation of biodiversity, disaster prevention in mountainous and coastal regions which may suffer from Tsunami or slope failure, as well as comprehensively contributing to support ensuring that local livelihoods are secured.

(2) Capacity Building

JISE will carry out “Ecological training” targeting staff at government offices, businesses and organisations as well as citizens and students, that are implementing practical ecological restoration and environmental conservation projects, with the ultimate goal of acquiring basic ecological knowledge about establishing forests for environmental conservation. Furthermore, JISE will implement capacity building projects aimed at the general public, such as a series of lectures introducing basic ecology, and environmental learning to enhance ecological nature cognition in the field, to contribute to the recovery and protection of the environment through ecology.

(3) Interaction

JISE will continue to update its database of information regarding phytosociological data (composition, structure and vegetation units) through its website. Also, JISE will hold outreach events targeting the general public such as the IGES-JISE Environmental Forum and JISE seminar to enhance communication between researchers from JISE and other organisations.

(4) Dissemination and Public Awareness

JISE disseminates news of its activities through its public relations activities targeting Japan. In addition to its own activities, it also introduces the efforts of private companies in environmental conservation. JISE distributes newsletter and publishes “Eco-Habitat: JISE research”, a bulletin containing both domestic and international results about ecology, which will be available on the internet. It also plans and implements numerous tours to carry out forest restoration overseas, such as Eco-tours in Cambodia.