



IGES Institute for Global
Environmental Strategies

2015
April 2015-March 2016
Annual Report



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Foreword



From the Chair
Prof. **Hironori Hamanaka**
Chair of the Board of Directors,
IGES

The landmark agreements – the 2030 Agenda and Paris Agreement – send clear and powerful signals for a major transformation of the current political, economic and social frameworks.

The Institute for Global Environmental Strategies (IGES) was established under an initiative of the Japanese government in 1998 with the support of Kanagawa Prefecture, and the Institute has been conducting practical policy research, aiming to realise sustainable development in the Asia-Pacific region.

In 2015, two historic international agreements were reached. At the UN Summit held in New York last September, the 2030 Agenda for Sustainable Development was adopted, including the Sustainable Development Goals (SDGs), made up of 17 goals and 169 targets. Then at the 21st Conference of the Parties to the UNFCCC held in Paris in December, the Paris Agreement was reached as a new climate change framework looking beyond 2020 applicable to all Parties to the Climate Convention. This agreement includes long-term goals (setting the 2 °C goal and efforts to limit the temperature increase to 1.5 °C, as well as achieving net zero emission by the second half of this century) and provides a mechanism where Parties successively ratchet-up their nationally determined contributions. These landmark agreements send clear and powerful signals for a major transformation of the current political, economic and social frameworks. Not only the governments of all countries but non-state actors such as businesses and local governments will also have a major role to play.

To ensure that the outcomes of these groundbreaking agreements are fully implemented, and to realise a climate resilient and sustainable society, it is crucial that cooperative actions continue to be made by various stakeholders. At IGES, partnerships are being further strengthened with national and local governments, international organisations, research institutes, businesses, NGOs and civil society, and we hope to proceed with our activities looking towards a future society for the Asia-Pacific region and the world.

In closing, let me express my gratitude for your continued understanding and support for IGES research activities.



From the President
Mr. **Hideyuki Mori**
President, IGES

***IGES will continue to advance practical research activities...
as we facilitate policy formation that contributes
to the realisation of sustainable societies resilient to climate change.***

In its Sixth Phase Integrative Strategic Research Programme (from FY2013), IGES implemented research activities focused on the seven areas of “Climate and Energy”, “Sustainable Consumption and Production”, “Natural Resources and Ecosystem Services”, “Green Economy”, “Business and Environment”, “Integrated Policies for Sustainable Societies”, and “Sustainable Cities”.

Two important international agreements were reached in 2015, the 2030 Agenda for Sustainable Development which includes the Sustainable Development Goals (SDGs), and the Paris Agreement, a new post-2020 climate change framework. IGES released two flagship publications on SDGs and climate change in a timely manner, which were further complemented by a number of discussion papers, commentaries and research reports. Furthermore, we entered into new partnerships with the Sustainable Development Solutions Network Japan and the UN Global Compact/Global Compact Network Japan. Through our support of the Japan Climate Leaders’ Partnership (Japan-CLP), a network of leading businesses, and collaboration with related organisations, IGES actively disseminated our findings and recommendations together with a diverse range of stakeholders thereby heightening our impacts on international debate and policy.

The IGES network continued to expand and strengthen in 2015, including the establishment of two collaborating centres with UN organisations involved in environmental technology and the Clean Development Mechanism, as well as the Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) within IGES.

We at IGES will continue to advance practical research activities that meet the needs of the dynamically developing Asia-Pacific and the world now and into the future, as we facilitate policy formation that contributes to the realisation of sustainable societies resilient to climate change.

Outline of IGES

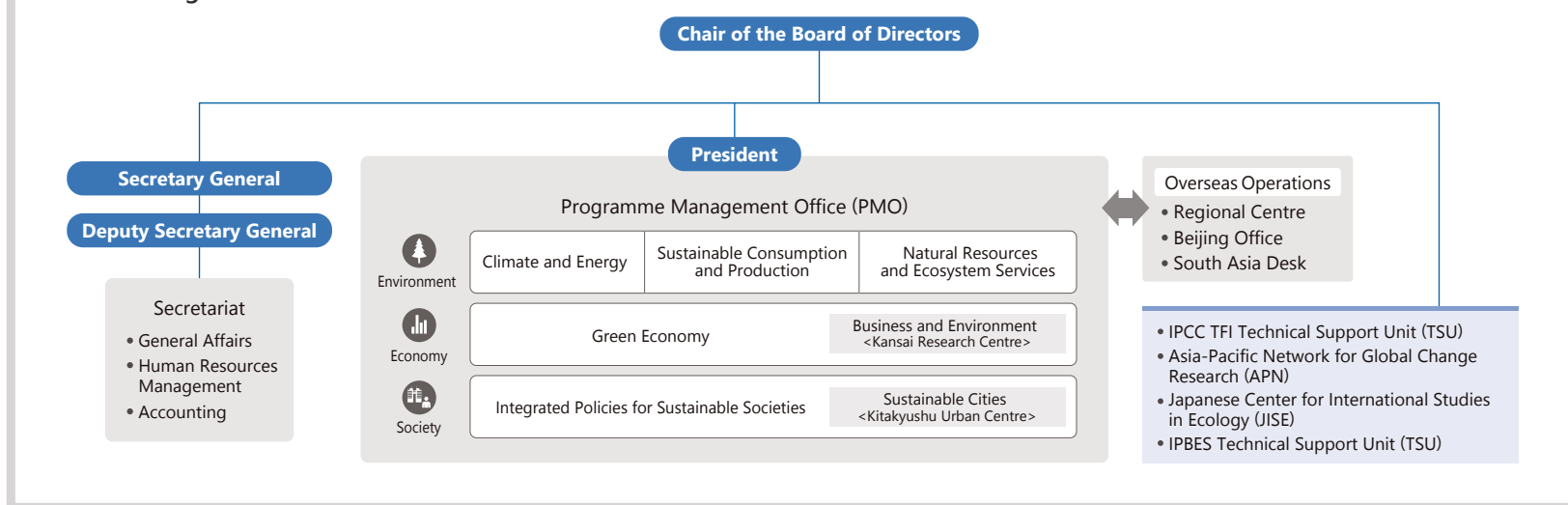
Mission of IGES

The Asia-Pacific region has seen rapid economic development and an accompanying intensification of environmental problems. In light of this, the mapping of a path to sustainable, low-carbon development, which achieves both environmental and developmental goals, is a pressing issue. IGES has cooperative relations with a broad range of stakeholders including international organisations, national and local governments, research institutes, businesses and NGOs, and intends to create strategies to achieve sustainable development as well as to contribute to policy formulation based on the needs of the Asia-Pacific region.

Research Activities

Based on the Sixth Phase Integrative Strategic Research Programme (beginning in April 2013), advances have been made to clarify current emerging issues in the Asia-Pacific region and make progress with policy research for problem-solving, looking at environmental, economic and social aspects of sustainable development.

FY2015 Organisational Chart



Research Highlights in FY2015

April 2015-March 2016

Contributing to Domestic and International Debate on COP21

The Paris Agreement, a new post-2020 climate change framework in which all Parties will participate, was adopted at COP21 held in Paris, France in December 2015.

Targeting various policy formation processes and debate leading up to COP21, IGES released research results and recommendations in a timely manner via discussion papers, commentaries and a policy report entitled



Presenting policy report for COP21

"The Paris Climate Agreement and Beyond: Linking Short-term Climate Actions to Long-term Goals". Furthermore, IGES in cooperation with the Japan Climate Leaders' Partnership (Japan-CLP), a network of leading businesses for which IGES serves as secretariat, actively made policy recommendations and held dialogues with decision-makers during COP21 to broadly demonstrate the important and urgent nature of the climate change issue from a business standpoint.



Dialogue with Environment Minister on COP21 recommendations

Following COP21, three seminars were held in Tokyo and Yokohama to give timely reports on discussion details and future directions.

Recommendations on Governance Reforms to Achieve the Sustainable Development Goals (SDGs)

The "2030 Agenda for Sustainable Development" was adopted at the UN Summit in September 2015, establishing the Sustainable Development Goals (SDGs) comprised of a new 17 goals and 169 targets. As we go forward, the means of implementation (MOI) to achieving these goals will become an enormous issue. In this context, the culmination of IGES cross-area flagship research on



COP21 IGES side event





Presenting the outcome of SDGs flagship project

SDGs was released as a policy report entitled, "Achieving the Sustainable Development Goals: From Agenda to Action". The report analysed the impacts of governance and finance on the wide-ranging development goals, and verified governance and means of implementation in the respective areas of education, water, energy and biodiversity. Likewise, the report indicated appropriate institutions and policy frameworks toward realising the goals, as well as effective forms of involving diverse stakeholders.



IGES White Paper on Regional Integration in Asia

IGES released its White Paper entitled "Greening Integration in Asia: How Regional Integration Can Benefit People and the Environment" in July 2015. With the establishment of the ASEAN Community and negotiations on the Trans-Pacific Partnership (TPP), regional cooperation and integration is



Delivering messages from IGES White Paper

stepping up in the Asia-Pacific. This paper analyses how these trends can become a driving force for green economies and sustainable development, addressing a wide range of topics where regional integration and sustainable development intersect, including timber trade, air pollution, trade of E-waste, water management in the Mekong region, and transfer of low-carbon technologies. Parallel to the deepening of mutual dependence among nations, IGES proposes advancing regional cooperation all the more and active utilisation of the various opportunities available at the regional level, including co-benefits between environmental protection, social security and economic growth.



Forging Stronger Collaboration and Partnerships

In FY2015, two collaborating centres with the UN (the IGES Centre Collaborating with UNEP on Environmental Technologies, and the UNFCCC-IGES

Regional Collaboration Centre) as well as the Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) were newly established within IGES. Additionally, IGES concluded agreements and memorandums of understanding (MOUs) with the following organisations to strengthen partnerships for sustainable development in the Asia-Pacific region.



UNFCCC-IGES Regional Collaboration Centre launch ceremony

Date	Organisation
April 2015	ICLEI – Local Governments for Sustainability "City level collaboration for sustainable cities"
August 2015	Institute of Microfinance, Bangladesh "Research collaboration on inclusive finance"
September 2015	Conservation International Japan and United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS) "Research collaboration on biodiversity"
January 2016	C40 Cities Climate Leadership Group "Collaboration in the city level activities"

Research Highlights

Climate and Energy Area

Outline of Research in the Sixth Phase

IGES carries out strategic research towards the realisation of sustainable low-carbon society in the Asia-Pacific region, and proposes policy recommendations for the designing of climate policy at international, regional and country levels.

Major Activities in FY2015

Climate and Energy Policy Analysis

The Paris Agreement was adopted as a post-2020 new international framework at COP21 held in Paris in December 2015. IGES conducted analysis



Side events at COP21



IGES side event at UNFCCC subsidiary bodies

on Intended Nationally Determined Contributions (INDC) and other domestic actions of major economies and provided recommendations to the United Nations Framework Convention on Climate Change (UNFCCC) negotiations process on operational rules and guidelines for enhanced action leading up to 2020, as well as the design of the new international framework. In the timely release of the policy report entitled, "The Paris Climate Agreement and Beyond: Linking Short-term Climate Actions to Long-term Goals" in conjunction with COP21, policy recommendations were made toward the creation of a more ambitious international framework, including stepping up of climate change mitigation and climate finance initiatives in countries around the world, market mechanisms and responses to loss and damage. Further, regarding domestic policies, IGES

carried out an analysis on Japan's technically and economically achievable post-2030 GHG mitigation pathways, and comparative research on the low-carbon policies of energy providers in Japan, the US, Europe and China. Likewise, IGES performed an analysis on the impacts on climate policy of construction plans for coal-fired power plants.



Post-COP21 reporting seminar

Climate Finance and Market Mechanisms

IGES conducted an analysis of the function and role of climate financing in the effective promotion of climate change measures in developing countries, and reviewed current trends in climate finance contributions including pledges for the Green Climate Fund (GCF). Further, IGES provided support

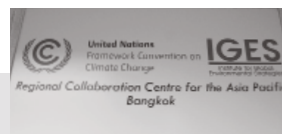
for institutional design of market mechanisms in developing countries in Asia aimed at effective greenhouse gas emissions reductions. IGES prepared rules and databases on market mechanisms, developed tools and a guidebook for calculation and verification of greenhouse gas emissions

reductions, and implemented policy research on market mechanisms. Based on cooperation with the UNFCCC Secretariat and the Asian Development Bank (ADB), these findings were provided to a wide range of stakeholders in the Asia-Pacific region.

leading to green growth in the Asia-Pacific region, in collaboration with governments, businesses and research institutes. Further, IGES became a core member of the Y-PORT (Yokohama Partnership of Resources and Technologies) Center, established by the City of Yokohama based on the participation of businesses and CITYNET, and engaged in initiatives aimed at the realisation of low-carbon societies in emerging countries by supporting the creation of projects on diffusion of low-carbon technologies in cities in Indonesia and Viet Nam.

Establishment of the Regional Collaboration Centre for the Asia-Pacific

In September 2015, IGES together with the UNFCCC Secretariat established the UNFCCC-IGES Regional Collaboration Centre within the IGES Regional Centre in Bangkok to support developing countries in the Asia-Pacific Region in reducing greenhouse gas emissions. The Centre will engage in capacity building activities related to the Clean Development Mechanism (CDM), as well as support the preparation of INDC in the region, including Bhutan and Nepal.



Capacity Building Activities on MRV and JCM

Within the Joint Crediting Mechanism (JCM) scheme, Japan promotes advanced technologies,

systems, infrastructure and funding to developing countries to reduce greenhouse gas emissions, with a portion of this reduction allocated to Japan's reduction. IGES conducted capacity building on the creation of implementation structures for projects, support for project discovery and development, and Measurement, Reporting and Verification (MRV). In March 2016, an open seminar was held in Tokyo to report on the latest trends in JCM partner countries and the progress and outcomes of the projects.

JCM workshops
above: Cambodia
below: Lao PDR



Strategy on Low Carbon and Resilient Cities in Asia

IGES advanced research activities aimed at low-carbon development at the city level using mechanisms such as JCM, focusing on Japan's environmental policy and low-carbon technologies

Selected Publications

- Policy Report: "The Paris Climate Agreement and Beyond: Linking Short-term Climate Actions to Long-term Goals"
- Working Paper Series:
 - "Can Japan Improve on its INDC-based Target for CO₂ Intensity in the Electricity Sector? Estimation of Renewable Electricity and Nuclear Power in 2030"
 - "Comparative Assessment of GHG Mitigation Scenarios for Japan in 2030"
 - "Impact of the Increasing Number of Coal-Fired Power Plants on Japan's Mid- and Long-term Reduction Targets: Towards Developing a Framework for Global Warming Mitigation Measures for the Entire Power Sector"
 - "Realising Additional Emissions Reductions through the Joint Crediting Mechanism (JCM)"
- Guidebook: "One Hundred Questions & Answers about MRV in Developing Countries"



Research Highlights

Sustainable Consumption and Production Area

Outline of Research in the Sixth Phase

IGES conducts policy analysis from the perspective of sustainable consumption and production (SCP) including environmentally-sound waste management in cities, formation of effective recycling systems with a view of Asia as a whole, and improvement in resource productivity. Likewise, IGES makes policy recommendations to stimulate lifestyle changes.

Major Activities in FY2015

Implementation and Promotion of Policy on SCP

IGES carried out research activities on effective approaches to encourage transitions to SCP patterns and lifestyles. IGES, together with the United Nations Environment Programme (UNEP), jointly published the “Sustainable Consumption Guide for Policymakers: Debunking Myths and Outlining Solutions (Asia Edition)” as a practical guide for policymakers in Asia. Additionally, IGES advanced international joint research on reducing unsustainable consumption



and inefficient resource use (REDUCTIONS Project) with major research institutes around the globe, and in October 2015, IGES research results were reported at the World Resources Forum held in Davos, Switzerland.

Additionally, IGES provided support in cooperation with the Ministry of the Environment for the Sustainable Lifestyles and Education Programme,



ISAP2015 session on SCP

part of the 10 Year Framework Programmes on Sustainable Consumption and Production. As a member of the Multi-stakeholder Advisory Committee, IGES worked on overall administration of the programme and various projects at the global, regional and national levels.

Implementation and Promotion of Policy on the 3Rs

Policy formation on resource circulation and integrated waste management is gradually moving forward in the Asia-Pacific region, and improvements in policy implementation have become an urgent issue. IGES implemented research activities focusing on development of policy indicators and assessment tools suited to the needs of developing countries, relevance to 3R (reduce, reuse and recycle) policy, and linkages between climate change and improved



Workshop under the G7-Alliance on resource efficiency

waste management. IGES disseminated research outcomes in an effective and timely manner via active participation in international partnerships, including the Regional 3R Forum in Asia and the Pacific, and the Climate and Clean Air Coalition.

Amidst increased attention in international policy processes including the UNEP International Resource Panel and the G7 Summit on resource efficiency as an important issue related to sustainability, IGES reviewed the latest policies on resource efficiency in the EU and released a policy recommendation with future suggestions for Japan, including enhanced linkage between the manufacturing industry and the circular industry.

In January 2016, a special edition of the *Journal of Material Cycles and Waste Management* (Springer) on 3R policy indicators was issued with IGES papers as its main focus. On the topic of promoting the 3Rs in the Asia-Pacific region, IGES advanced the State of the 3Rs in Asia and the Pacific project aimed at creating a knowledge base in the region on promotion of the 3Rs, and released a series of policy briefs on 3R policy in Asia.



Drafting meeting for the State of the 3Rs in Asia and the Pacific

Activities of the IGES Centre Collaborating with UNEP on Environmental Technologies

Activities of the IGES Centre Collaborating with UNEP on Environmental Technologies, set up within the IGES Headquarters, were launched from fiscal year 2015. Support is to be provided for the UNEP International Environmental Technology Centre (IETC) and activities on improved waste management in developing countries based on co-benefits between the climate issue and improved waste management. Specifically, IGES applies its expertise toward the drafting of an integrated waste management strategy and action plan for national and city levels in developing countries and to the implementation of a pilot project. Assistance began for the development of tools and guidelines as well as a curriculum on waste management.



Field survey in Cambodia

Selected Publications

- “Sustainable Consumption Guide for Policymakers: Debunking Myths and Outlining Solutions”
- 3R Policy Brief Series:
 - “How to Ensure and Establish Environmentally Sound International Resource Circulation”
 - “Fostering Sound Recycling Industries in Asia”
 - “Examining Future Implementation of Waste Prevention and Resource Reduction Policies in Asia and the Pacific: Referring Practices in European Countries”
- *Journal of Material Cycles and Waste Management* (Springer):
 - “Recycling Rate and Target Setting: Challenges for Standardized Measurement”
 - “Developing 3R Policy Indicators for Asia and the Pacific Region: Experience from Regional 3R Forum in Asia and the Pacific”
 - “Exploring Potential Policy Motivation and Approaches to Improve Resource Efficiency in Emerging Asia”



Research Highlights

Natural Resources and Ecosystem Services Area

Outline of Research in the Sixth Phase

IGES conducts problem-solving research activities on integrated natural resource management to promote the conservation and sustainable use of natural resources in the Asia-Pacific region, focusing on forest conservation, climate change adaptation, water resources management and biodiversity conservation.

Major Activities in FY2015

Resilience of Livelihoods

To promote resilient livelihoods, research was conducted on landscape and nexus approaches for managing the competition over natural

resources between different interests, including forestry, agriculture, energy and mining, etc. In a research project on the contribution of satellite Earth observations to environmental management, IGES carried out research on the use of satellite imagery by developing countries to develop REDD+ (Reducing Emissions from Deforestation and forest Degradation and enhancing forest carbon stocks) reference emissions levels.

Forest Conservation

REDD+, which under the COP21 Paris Agreement will be part of the new global framework to combat climate change, has been included in the scope of activities for the Joint Crediting Mechanism (JCM). IGES contributed to the development of REDD+ guidelines under the JCM by providing

inputs for guidelines on methodologies, safeguards and validation and verification processes. To promote the trade in legal and sustainable timber, IGES also surveyed how Japanese companies are implementing the "Goho-wood" system. This system provides methods for verifying the legality of wood materials and must be implemented by Japanese companies when they supply materials to public agencies in Japan.



International workshop on impact of satellite earth observation (photo: JAXA)



Field visit to a JCM REDD+ project site in Indonesia



Field investigation of Goho-wood system to a timber market in Japan

Climate Change Adaptation

IGES conducted a wide array of research pertaining to adaptation, including adaptation effectiveness indicators, vulnerability assessment, risk insurance, the role of microfinance in household resilience to

climate change, and synergies between adaptation and disaster risk reduction initiatives. In a pilot project on the topic of adaptation and mitigation integration with four local governments in the Silang-Santa Rosa Sub-Watershed, the Philippines, IGES developed flood-hazard maps and countermeasures that contribute to the improvement of comprehensive land-use plans. The findings from this project were incorporated into the climate change action plan of the city of Santa Rosa. Additionally, IGES endeavoured to share findings and information and strengthen cooperation with international networks

such as the Asia Pacific Adaptation Network (APAN) and the International Research Network for Low Carbon Societies (LCS-RNet).



ISAP2015 session on financial inclusion and adaptation



New e-learning video on adaptation



Capacity building workshop on adaptation

Water Resource Management

Focusing on sustainable wastewater management, which is a high priority issue for Asian countries, IGES explored options for the treatment of wastewater, reuse of the treated water, and recovery of materials. Further, IGES implemented a nexus study on the interdependence of water and energy and advanced research on water demand for power generation in Bangladesh and alternative uses of municipal wastewater in the power sector. A joint report was prepared with the World Bank and Purdue University on low water-high growth in South Asian economies.

Biodiversity

IGES conducted wide-ranging policy and investigative research on biodiversity and ecosystem services. In September 2015, jointly with Conservation International Japan and the United Nations University Institute for the Advanced Study of Sustainability (UNU-IAS), IGES launched the GEF (Global

Environment Facility)-Satoyama Project aimed at the coexistence of humans and nature. Furthermore, IGES, in collaboration with the Technical Support Unit for the "Regional and sub-regional Assessment of Biodiversity and Ecosystem Services for Asia-Pacific" of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), participated in the drafting of the assessment report and provided support to other Japan-based authors. Likewise, to promote transparent participatory governance arrangements in the forest sector in Nepal, IGES developed a quality of governance standard that was officially approved by the Government of Nepal in January 2016.

Selected Publications

- Research Report: "The Role of Microfinance and Microfinance Institutions in Climate Change Adaptation: Learning from Experiences in Bangladesh"
- "Understanding REDD+ Projects: Comparative Analysis of REDD+ Project Designs"
- "The Political Economy of Sustainable Development: Policy Instruments and Market Mechanisms" (Edward Elgar)
- "Groundwater Environment in Asian Cities: Concepts, Methods and Case Studies" (Elsevier)
- "Generating Collective Knowledge on the Conservation, Management and Sustainable Use of Socio-ecological Production Landscapes and Seascapes: A Summary of a Review of 80 Case Studies under the International Partnership for the Satoyama Initiative (IPSI)" (UNU-IAS)

Research Highlights

Green Economy Area

Outline of Research in the Sixth Phase

Transition to a green and inclusive economy requires developing countries to take up a green growth pathway which enables the creation of green jobs, the greening of investments made by the public and private sectors, as well as adopting low-carbon and resource-efficient technologies and conserving natural capital while at the same time improving human well-being and eliminating poverty. IGES aims to provide knowledge and analytical tools on the assessment of low-carbon and green economy policies.

Major Activities in FY2015

Transition to Green Economy

Shifting to green economy and eradicating poverty hold the key to achieving sustainable development, and national governments are seeking policies that bring multiple benefits including stronger economic growth and job creation. IGES conducted quantitative green economy/green jobs assessments to support decision-making at the national level through policy processes of United Nations Environment Programme (UNEP)'s under the Partnership for Action on Green Economy (PAGE) and through

International Labour Organization (ILO)'s Green Jobs project. IGES' green economy/green jobs assessment works contributed to the roadmap and policy formation in Malaysia, Kenya and Burkina Faso. IGES also contributed to the development of the Integrated Green Economy Model (IGEM) which will be applied to UNEP's green economy assessment works in the near future to support green economy strategy formation in developing countries under the PAGE. Additionally, as the world has adopted the Sustainable Development Goals (SDG), IGES has developed an analytical framework for the SDG indicators in nine selected Asian countries.

Research and Development on Quantitative Methodologies and Tools

Handy and effective analytical tools are needed to link academic research and policymaking as well as to facilitate public communications to inform the decision-makers on policy impacts and educate people on the consequences of their



Workshop on integrated assessment of water-energy nexus in Ganges River Basin (Kathmandu, Nepal)

Japan 2050 Low Carbon Navigator was used for conducting a questionnaire survey through mobile phone voting during the Asahi World Environmental Forum 2015 (©The Asahi Shimbun)



daily activities. In 2014, IGES and the National Institute for Environmental Studies (NIES) jointly developed the Japan 2050 Low Carbon Navigator for simulating Japan's low-carbon energy scenarios up to 2050. After its launch as a web-based tool, it has been used at various public communication events, and in university and high school education programmes. In particular, the tool was used for conducting a questionnaire in Session "Navigation toward Decarbonization" at the Asahi World Environmental Forum 2015 held on 2 October 2015. In addition, it was used as a discussion-supporting tool for educating university students on energy and climate issues in the Jisedai Energy Workshops held at Sophia University in February 2016. Version 2 of the web tool with a new summary page based on the 3E+S (energy security, economic efficiency, the environment and safety) together with other user-friendly features was released in March 2016 (access in Japanese at: <http://www.2050-low-carbon-navi.jp/>; access in English at: <http://www.en-2050-low-carbon-navi.jp/>).

Business Initiatives towards a Green Economy

Focusing on the role of business in the introduction of ambitious climate change policies, IGES in cooperation with the Japan Climate Leaders' Partnership (Japan-CLP), a network of leading businesses for which IGES serves as secretariat, actively made proposals from a business standpoint on policies that contribute to the realisation of a green economy. The business leaders and IGES showed the important and urgent nature of the climate change issue through policy recommendations and dialogues with decision-makers during COP21, and received coverage in a number of media. Furthermore, Japan-CLP participated in an international initiative aimed at accelerating the transition to green economies ("Carbon Pricing Leadership Coalition" led by the World Bank Group and "We Mean Business", a coalition of major business groups) and advanced activities linked all the more to international decision-making processes.



Dialogue with Philippe Joubert, the Chair of Prince of Wales's Corporate Leaders Group

Knowledge Platform for the Realisation of Low-Carbon Societies

IGES participated in the International Research Network for Low Carbon Societies (LCS-RNet) and

the Low Carbon Asia Research Network (LoCARNet), international initiatives related to research on low-carbon societies, and supported the operations of each network in the role of secretariat. Participants in the LCS-RNet included a total of 17 research institutes from seven countries that are closely involved in policymaking. The network promotes enhanced dialogue among research communities and policymakers involving discussion and information-sharing on advancing low-carbon societies. On the occasion of COP21, a position statement entitled, "COP21- A moment of truth for climate and sustainable development" was



LCS-RNet annual meeting (Paris, France)

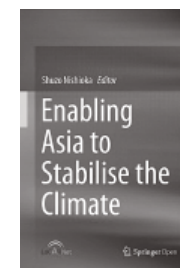


LCS-RNet side event at COP21



LoCARNet policy dialogue in Bangladesh (© ICCCAD, 2016)

released. The statement demonstrated how scientists and researchers of various disciplines, coming from diverse cultures and countries at different development stages, share common views on the conditions for triggering climate action in the current economic context. For LoCARNet, policy dialogues and information-sharing as well as capacity development programmes were carried out toward the development and strengthening of research communities in the Asian region. Likewise, a report compiling the efforts of Asian countries to create low-carbon societies, entitled "Enabling Asia to Stabilise the Climate", was released at COP21.



Selected Publications

- "The Economics of Green Growth: New Indicators for Sustainable Societies" (Routledge)
- "Enabling Asia to Stabilise the Climate" (Springer)
- Discussion Paper: "Environmental Goods and Services Sector: Economic and Employment Impact Assessment Using Input-Output Analysis for Japan"
- UNEP Working Document:
 - "Green Economy Sector Study on Agriculture in Kenya"
 - "Green Economy Sector Study on Water Resources in Senegal"
 - "Green Economy Sector Study on Agriculture in Burkina Faso"

Research Highlights

Integrated Policies for Sustainable Societies Area

Outline of Research in the Sixth Phase

IGES conducts strategic policy research focused on the Sustainable Development Goals (SDGs); inter-city cooperation for low-carbon development; and the co-benefits from integrating climate change and development objectives. In each of these diverse contexts, IGES is providing analytical inputs and offering timely recommendations that help policymakers to achieve environmentally sustainable outcomes through socially inclusive processes.

Major Activities in FY2015

Sustainable Development Goals (SDGs)

In July 2015, IGES published a policy report entitled,



New partnership with the Sustainable Development Solutions Network Japan



Sharing recommendations from SDGs Research

"Achieving the Sustainable Development Goals: From Agenda to Action". The report argues that governance reforms that promote cross-sectoral integration and multi-stakeholder collaboration will be vital to implementing the SDGs. Furthermore, IGES joined the UN Global Compact, which is a global network for businesses and organisations, to promote sustainable development through responsible and creative leadership. IGES also forged a new partnership with the Sustainable Development Solutions Network Japan (SDSN Japan). This initiative explores cooperation among diverse stakeholders to strengthen implementation of SDGs in Asia, including Japan.

Inter-city Cooperation for Low Carbon Development

IGES worked with policymakers and researchers in the cities of Bogor and Bandung, Indonesia to inform their low-carbon plans and policies. IGES conducted a study of residential energy consumption in 600 households in Bogor jointly with the National Institute for Environmental Studies (NIES) and the Bogor University of Agriculture; results of this study that highlight the importance of information sharing on energy use attitudes are now being discussed for follow up analysis in Bogor. Furthermore, in Bandung, a transport emissions inventory and scenario analysis developed by IGES, the Asian Institute of Technology (AIT) and Bandung Institute of Technology (ITB) is giving the city the evidence needed to demonstrate that low cost eco-driving programmes can significantly cut greenhouse gases (GHGs) and air pollutants.

Co-benefits Approach in Asia

IGES carried out research to encourage policymakers to integrate climate change and broader development objectives into policymaking processes. This work is proceeding in cooperation with key international networks and partner organisations such as the Asia Pacific Clean Air Partnership Science Panel (APCAP Science Panel) and the Climate and Clean

Air Coalition (CCAC) to reduce short-lived climate pollutants (SLCPs). Based upon work in this area, the United Nations Environment Programme Regional Office for Asia and the Pacific (UNEP ROAP) requested IGES to serve as a coordinating lead author of an authoritative assessment of air pollution in Asia (to be published in 2017). Likewise, IGES partnered with



International workshop on co-benefits and SDGs

Clean Air Asia (CAA) to develop guidelines for air quality management in Asia. Furthermore, IGES is engaged in research with the Asian Development Bank (ADB) that is helping to bring co-benefits in the form of new jobs, cleaner air, and sustainable fuels to women in Cambodia, Lao PDR and Viet Nam. This project also published a “Training Manual to Support Country-Driven Gender and Climate Change” to help policymakers mainstream gender into climate planning.



Research activities to improve access to climate finance for women
(below: Cambodia / above: Viet Nam)

Selected Publications

- Policy Report: “Achieving the Sustainable Development Goals: From Agenda to Action”
- “Climate Change and Cities: Second Assessment Report of the Urban Climate Change Research Network” (Urban Climate Change Research Network)
- “Training Manual to Support Country-Driven Gender and Climate Change” (Asian Development Bank)
- “Asian Co-benefits Partnership White Paper 2016: Putting Co-benefits into Practice”
- Discussion Paper:
 - “Aligning Interests around Mitigating Short Lived Climate Pollutants (SLCP) in Asia: A Stepwise Approach”
 - “Determinants of Willingness to Pay (WTP) for Renewable Energy in Post-Fukushima Japan”
- “Co-benefits Good Practice Map” (www.cobenefit.org/good_practice)
- “Japan’s Policy to Reduce Emissions of Volatile Organic Compounds: Factors that Facilitate Industry Participation in Voluntary Actions” (Journal of Cleaner Production, Elsevier)

Research Activity Facilities & Units

Activities at IGES Satellite Offices

● Kansai Research Centre

The Kansai Research Centre (KRC) carries out research on actions taken by the private sector, in particular businesses that promote environmental and energy conservation measures, under the theme of "Business and the Environment". Specifically, the Centre conducts policy analysis on corporate carbon performance with case study countries and local governments. It makes recommendations on the formulation of strategies to stimulate sustainable business practices in Asia by promoting the transfer and diffusion of low-carbon technologies in developing countries.

International Transfer and Application of Low-Carbon Technologies

Based on the outcomes of the joint research with The Energy and Resources Institute (TERI) on the application of Japanese low-carbon technologies in India, follow-up activities were carried out including verification of impacts to determine whether or not adopted technologies are continually and accurately operating, as well as capacity building. Based on these IGES initiatives, ten Indian companies adopted



Onsite visit to a textile plant in Ahmedabad, India

Japanese energy-efficient technologies related to air compressors and steam management and control systems, aimed at greenhouse gas (GHG) emissions reduction. Likewise, adoption of Japanese air compressor technology is now being considered for 13 other facilities. In collaboration with AIT RRCP, research on technology assessment was also carried out in Bangladesh, Indonesia, Mongolia, Thailand, and Viet Nam, in an aim to expand activities to other Asian countries. Furthermore, the Centre, together with TERI, contributes to develop a cooperation framework between Hyogo Prefecture and the state of Gujarat in India on transfer and application of low-carbon technologies.

Policies toward the Diffusion of Low-Carbon Technologies

KRC carried out research on business initiatives and policy measures, particularly economic approaches (e.g. carbon taxing, emissions trading schemes), designed to promote the innovation and diffusion of low-carbon technologies. Specifically, diffusion curves of low-carbon technologies under various policy scenarios for the cement and iron and steel sectors in China were modeled, and an analysis of the behavior of Korean business in low-carbon investment was performed, thereby making further headway in the examination of the mitigation of GHG emissions attributed to the policy enhanced diffusion of the target technologies.



Onsite visit to a cement plant in Beijing, China

Selected Publications

- “Carbon Pricing for Low Carbon Technology Diffusion: A Survey Analysis of China’s Cement Industry” (Energy)
- “An Analysis of Company Choice Preference to Carbon Tax Policy in China” (Journal of Cleaner Production)
- “Case Analyses of Low Carbon Technology Transfer from the Co-benefit Perspective” (TECH MONITOR, Asian and Pacific Centre for Transfer of Technology, UNESCAP)

Training Programme to Support Renewable Energy Development in Asia-Pacific Island Nations

A training programme to support renewable energy development in Asia-Pacific island nations took place on 8 – 12 February 2016 in Tokyo, Japan. It was jointly organised by the Ministry of the Environment of Japan (MOEJ) and the International Renewable Energy Agency (IRENA), and facilitated by IGES. Representatives from 10 island nations (Cook Islands, Maldives, Marshall Islands, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu) participated in the training.

The training programme focused on exchanging knowledge and information on policy, regulatory, institutional and financial aspects for enabling the energy transition to renewable energy in islands. It included indoor training sessions and lectures, given by distinguished speakers including representatives of MOEJ, IRENA, Ministry of

Economy, Trade and Industry of Japan, Japan International Cooperation Agency (JICA), and the Green Climate Fund (GCF), as well as JCM project developers and consultants. It also included site visits to Japanese companies where representatives from island nations had the opportunity to interact directly with Japanese technology suppliers to discuss and enhance their awareness on Japan’s cutting edge low-carbon technologies.



Kitakyushu Urban Centre

The IGES Kitakyushu Office was established in 1999 and has carried out a range of activities such as the Kitakyushu Initiative for a Clean Environment in cooperation with the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP) and City of Kitakyushu. In 2010, the office was renamed as the Kitakyushu Urban Centre (KUC) and is currently conducting research to promote local governmental initiatives to realise sustainable cities.

Policy Research on the Formation of Low Carbon Resilient Cities

KUC provided technical assistance and capacity building for formation of resilient city plans in four Asian cities (Cebu, Philippines; Nonthaburi, Thailand; Ho Chi Minh City, Viet Nam and Shanghai, China) in cooperation with industry, academia and citizen groups. In July 2015, a capacity building training workshop on lessons learned from the Great Hanshin-Awaji Earthquake was held for policy makers from the four cities in charge of disaster prevention policy. At this training, participants



ISAP2015 session on resilient cities

examined ways to incorporate disaster risk reduction and the concept of resilient cities into urban planning. As a result of this assistance, both mitigation and adaptation measures have been reflected onto the plans of Cebu and Nonthaburi, which have attained official approval by city assemblies. In Cebu, the city assembly decided to appropriate 5% of the budget annually to implementation of the plan.

Action Research on Efficient Use of Local Resources

KUC assisted four Asian cities (Cebu, Philippines; Surabaya, Indonesia; Map Ta Phut and Rayong, Thailand) and Nairobi, Kenya in developing integrated solid waste management plans suited to local conditions in each city. In Cebu, the plan proposed by IGES was integrated into the city's 10-year solid waste management plan, and through the establishment of material recovery and composting facilities, the city achieved 30% waste reduction in 2015 compared to 2010. Furthermore, KUC supported Viet Nam and the Philippines in the formulation of national technical regulations and

guidelines on appropriate management of potential environmental pollution caused by incineration and waste to energy projects that is becoming a challenge in rapidly developing major Asian cities.

Collaboration with Partners in Kitakyushu

KUC, together with the City of Kitakyushu and the Kitakyushu International Techno-Cooperative Association (KITA), is in charge of operations of the Kitakyushu Asian Center for Low Carbon Society. KUC engages in strategic collaboration with universities, NGOs and private companies to



Junior science school on composting

disseminate policies and initiatives on sustainable cities to cities in developing countries. Furthermore, the Centre works to promote environmental education in the community. A junior science school was held in October 2015 with the Kyushu Institute of Technology on the topic of composting, an effective method of waste reduction promoted by IGES in Asian countries.

Selected Publications

- Policy Report: "Development of E-Waste Management Policy at the Local Level: A Case Study of Cebu City, Philippines"
- "Ecology Note: Towards a Clean and Green Mandalay City"

Regional Centre

IGES Regional Centre in Bangkok (BRC) serves as one of the overseas offices of IGES and has endeavoured to expand networks and partnerships in the Asia-Pacific region since its launch in 2011. It focuses on four areas – climate change adaptation, mitigation, environmental safeguards, and sustainable cities – and manages relevant networks for knowledge sharing, as well as implements relevant projects in close collaboration with various supporting organisations and national and sub-national governments.

Climate Change Adaptation

BRC has been sharing knowledge related to adaptation planning and project implementation by functioning as the Regional Hub for the Asia Pacific Adaptation Network (APAN), which is part of the Global Adaptation Network. BRC has also been

Development of Learning Tool Based on Kitakyushu's Experience: City-to-City Cooperation with Myanmar

As part of city-to-city cooperation with Mandalay, Myanmar, IGES provided assistance in the development of an environmental learning tool. The "Ecology Note: Towards a Clean and Green Mandalay City" was developed based on the experiences and knowledge of Kitakyushu, including wide-ranging content, from local and

familiar environmental problems to global warming. With the cooperation of the Department of Basic Education in Mandalay and the Board of Education of Kitakyushu City, the tool was piloted in model schools. Mandalay is now planning to utilise this tool in 250 local schools.

operating the knowledge management component of the US Agency for International Development (USAID) five-year "Climate Change Adaptation Project Preparation Facility for Asia and the Pacific" project in close collaboration with APAN and has implemented the Exchange Series on Adaptation, a series of opinion exchanges via email targeted at local government officials in the Asia-Pacific. To date, ten email-based discussions have been held, contributing to the enhancement of capacity and knowledge on adaptation among officials.

Climate Change Mitigation

In cooperation with the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat, the Regional Collaboration Centre for Asia-Pacific was established in September 2015 in BRC. The Regional Collaboration Centre supports formulation and implementation of national climate policies including carbon trading mechanisms such as the Clean Development Mechanism and Intended Nationally Determined Contributions (INDCs). BRC also conducts low-carbon technology assessment studies for diffusion of such technologies in the region in collaboration with the IGES Kansai Research Centre and the Regional Resource Centre for Asia and the Pacific, Asian Institute of Technology.

Environmental Safeguards

As the secretariat for the Asian Environmental Compliance and Enforcement Network (AECEN) that promotes the effective compliance with, and enforcement of, environmental laws and regulations in Asia, BRC has maintained a clearinghouse compendium on environmental impact assessment (EIA) in Asian countries by routinely updating the

AECEN website. BRC has also been supporting formulation of regional guidelines for promoting public participation in EIA in five countries in the Lower Mekong Sub-region as a partner of the USAID Mekong Partnership for the Environment project. In September 2015, BRC supported the organisation of the Next Generation Compliance in Asia Conference with the United States Environment Protection Agency and the Environmental Protection Administration of Taiwan.

IGES Knowledge Café Series

BRC organises the IGES Knowledge Café occasionally where experts from international agencies, partner organisations, media representatives and citizens engage in opinion exchange in an informal setting. In February 2016, discussion took place on the prospect of climate change financing based on the recent project approval by the Green Climate Fund (GCF) by inviting high-ranking officials from the GCF and the UNFCCC Secretariat.



Sustainable Cities

The Seventh High Level Seminar on Environmentally Sustainable Cities (ESC) was held in March 2016 in Hanoi, Viet Nam. As the secretariat for the seminar, BRC developed the programme and managed the event. The ASEAN ESC Model Cities Programme managed by BRC, which is closely linked to the seminar, has been supporting implementation of activities toward achievement of the respective environmental targets of 31 cities in eight countries. These cities will evaluate their environmental performance with local indicators associated with the Sustainable Development Goals and share knowledge with other cities by mutual learning facilitated by the programme.

● Beijing Office <IGES Sino-Japan Cooperation Project Office>

The Beijing Office was set up within the Sino-Japan Friendship Center for Environmental Protection of the Ministry of Environmental Protection of China in 2006 as a base to facilitate the implementation of research activities in China. The office has developed a variety of studies and research activities based on bilateral cooperation with China, as well as multilateral cooperation (including international organisations).

Research Activities in the Area of Water Environment

The Beijing Office participated in a Japan International Cooperation Agency (JICA) project on rural wastewater treatment technologies and the creation of management systems. By working together with

other joint implementing organisations, a policy recommendation was compiled on rural wastewater treatment.

Research Activities in the Area of Air Pollution

As the overall coordination platform of the Japan-China Inter-city Cooperation, a programme that engages in air pollution control measures in China based on cooperation between local governments in Japan and China, IGES promoted partnerships and cooperation through seminars, dispatching experts and training sessions in Japan. Furthermore,



Kick-off seminar to inaugurate the cooperation with four cities in China on 15 September 2015 was covered by five Japanese TV stations and seven Japanese newspaper websites.



IGES invited representatives to Japan from the Sino-Japan Friendship Center for Environmental Protection of the Ministry of Environmental Protection of China, and organised meetings with Ministry of the Environment, Japan and other related organisations to discuss cooperation on air pollution control measures.

cooperation between the two central governments commenced in earnest in FY2015, and model city cooperation projects were launched for four cities in China. Likewise, a Japan-China cooperation project on technology to monitor super low density (SLD) gas emissions from coal power plants was implemented.

Activities at Other Facilities

● IPCC TFI Technical Support Unit (TSU)

Established within IGES in 1999, TSU supports the activities of the Intergovernmental Panel on Climate Change (IPCC) Task Force on National Greenhouse Gas Inventories (TFI). The TFI develops and promotes the IPCC Guidelines and relevant tools for the estimation and reporting of national greenhouse gas emissions and removals. The TFI is overseen by a Task Force Bureau (TFB).

At the 42nd Session of the IPCC held in Dubrovnik, Croatia on 5 – 8 October 2015, Mr. Kiyoto Tanabe, a Principal Researcher of IGES, was elected as Co-Chair of the TFI to serve for the IPCC's 6th assessment cycle, as the successor to Mr. Takahiko Hiraishi who contributed to the IPCC as Co-Chair of the TFI for 16 years from 1999. In consequence, it was made certain that the IPCC TFI TSU continues to be based at IGES in Japan for at least several years to come.

The TSU initiated a project in FY2014 to assess where science and data availability have developed sufficiently since the 2006 IPCC Guidelines for National Greenhouse Gas Inventories to support the refinement or development of methodological advice for specific categories and gases, with a

view to identifying any specific areas or issues to be prioritised. As part of this project, the TSU held the following two expert meetings in FY2015.

- Expert Meeting for Technical Assessment of IPCC Inventory Guidelines (Energy, IPPU, Waste Sectors) in Geneva, Switzerland, 29 June – 1 July 2015
- Expert Meeting for Technical Assessment of IPCC Inventory Guidelines (AFOLU Sector) in São Paulo, Brazil, 13 – 16 July 2015

This project will continue in FY2016.

In addition, the TSU continued its other activities supporting users of the IPCC Guidelines through distribution and promotion of the 2006 IPCC Guidelines and related materials including the IPCC Emission Factor Database (EFDB) and the IPCC Inventory Software. Work on improving the EFDB continued with expert meetings for data collection and a meeting of the editorial board. Work on improving the IPCC Inventory Software also continued by rectifying bugs and improving functions such as exporting data to reporting tables for use by non-Annex I Parties to the United Nations Framework Convention on Climate Change (UNFCCC).



Expert Meeting for Technical Assessment of IPCC Inventory Guidelines (AFOLU Sector) in São Paulo, Brazil, 13 – 16 July 2015

In addition to the two expert meetings for technical assessment of IPCC Inventory Guidelines mentioned above, the TSU hosted the following meetings in FY2015:

- 27th Meeting of the TFB in Hayama, Japan, 16 – 18 November 2015
- 13th Meeting of the EFDB Editorial Board in Hayama, Japan, 18 – 20 November 2015
- 11th Data Meeting in Hayama, Japan, 19 – 20 November 2015, focusing on Energy Sector
- 12th Data Meeting in Hayama, Japan, 19 – 20 November 2015, focusing on Industrial Processes and Product Use Sector
- Expert Meeting to Collect EFDB and Software Users' Feedback in Kobe, Japan, 25 – 28 January 2016

As an outreach effort, the TSU held an open symposium entitled "Science and Policy to Cope with Climate Change and the Importance of GHG Inventory to Assess Mitigation Progress" supported by the Ministry of the Environment of Japan (MoEJ) in Kobe on 28 January 2016. Representatives of international organisations (UNFCCC, IPCC, World



Symposium "Science and Policy to Cope with Climate Change and the Importance of GHG Inventory to Assess Mitigation Progress" in Kobe, Japan, 28 January 2016

Resources Institute (WRI)) actively participated in the symposium together with Japanese colleagues from MoEJ, National Institute for Environmental Studies (NIES), IGES, Japan Carbon Offset Forum, and Fujitsu Limited. The symposium was successful with an audience of more than 70 people. A similar symposium jointly hosted by the National Environmental Fund of Peru (FONAM) and IGES was held in Lima, Peru on 22 March 2016.

The TSU contributed to inventory-related capacity building programmes implemented by other organisations such as the UNFCCC and the Japan International Cooperation Agency (JICA) by providing technical expertise and inventory-related materials developed by the IPCC TFI.

In addition, the TSU contributed to other international meetings related to GHG emissions/removals by providing presentations and serving as keynote speaker, such as the 13th Workshop on GHG Inventories in Asia organised by NIES, the Expert Forum for Producers and Users of Climate Change-related Statistics organised by the UNECE Steering Group on Climate Change-Related Statistics, and the Seminar on Global Aviation Partnerships on Emissions Reductions organised by the International Civil Aviation Organisation. The TSU also participated in meetings of the International Energy Agency, Global Forest Observation Initiative and UNECE Task Force on Emission Inventories and Projections.

● Asia-Pacific Network for Global Change Research (APN)

The APN is an inter-governmental network whose mission is to foster global change research in

the Asia-Pacific region, increase the participation of developing countries in that research and to strengthen interactions between the scientific community and decision-makers. In April 2004, the APN Secretariat came under the administrative umbrella of IGES, although the Inter-Governmental Meeting (IGM) of APN remains as the policy and decision-making body. The 21st IGM was held in April 2016, in Zhengzhou City, China.

In FY2015, APN supported research projects on global change research and capacity building activities through the core programmes of APN, "Collaborative Regional Research Programme (CRRP)", formerly known as "ARCP", and "Scientific Capacity Building and Enhancement for Sustainable Development in Developing Countries (CAPaBLE)". Additionally, APN continued to support research projects and capacity development activities under its "Climate Adaptation Framework" and "Low-Carbon Initiative Framework". In regard to interactions between the scientific community and policymakers, APN held the Temperate East-Asia Sub-Regional Science-Policy Dialogue in Ulaanbaatar, Mongolia, in which policymakers and scientists from several East-Asian countries shared information from each side and investigated possibilities of interaction, with the attendance of various stakeholders including



Third APN Science-Policy Dialogue in Mongolia

the media. As to activities contracted by the Waste Management and Recycling Department of the Ministry of the Environment Japan, APN as an implementing organisation, held the "International Workshop on Waste Management and the 3Rs" in Hanoi, Viet Nam, with the participation of policymakers and scientists from Southeast Asian countries as well as Japanese companies working in the area of waste management and recycling.



International Workshop on Waste Management and the 3Rs

● Japanese Center for International Studies in Ecology (JISE)

JISE primarily carries out field surveys and practical research to restore and reconstruct ecosystems and biodiversity from local to global levels aiming to realise societies based on sustainable development from the perspective of plant ecology. JISE also promotes a variety of projects, including trainings and information collection/provision on reforestation and ecology.

In FY2015, on the international front, JISE conducted vegetation surveys and tree-planting activities in Malaysia, Kenya, Cambodia and Indonesia as well as provided guidance on these projects based on grants received from organisations such as the Aeon

Tree planting in Malaysia



Collecting combustible tree sap in countryside forests in Thailand

Foundation to conduct research on regeneration of tropical rainforests. Likewise, research on plant communities in the monsoon forest of Thailand was performed within the research project on potential natural vegetation in Asia and the Pacific. Further, surveys of forest resources aimed at control of forest degradation in Lao PDR were carried out within research on the structure, dynamics and assessment of regional ecosystems. The outcomes of international research projects were released at meetings of the Society of Vegetation Science in Kochi and the Ecological Society of Japan in Sendai under the topic of "Composition of paleotropical mountain forests and climate conditions".

On the domestic front, a variety of research projects were conducted based on grants from the Aeon Foundation, the New Technology Development Foundation and the River Foundation. An analysis of the causes of invasion of non-native species in rivers flowing into Lake Biwa and the tsunami-stricken areas of the Great East Japan Earthquake was advanced within vegetation science research to contribute

to the conservation of biodiversity. A survey was conducted on the growth of the "Great Forest Seawall," that was planted as part of research on assessment and recognition of vegetation resources. In the ecological research to restore maritime forests in tsunami-prone areas, a survey was implemented on potential natural vegetation for planting of a forest seawall in coastal areas of the Tokai Region, which is predicted to be susceptible to tsunami from earthquakes with epicenters in the Nankai Trough. Within research on the structure, dynamics and assessment of regional ecosystems, research on the restoration and regeneration of forests based on planting of native broad-leaved tree species was carried out in smoke pollution-stricken town of Ashio. The outcomes of the above domestic research projects were released at meetings of the Society of Vegetation Science in Kochi and the Ecological Society of Japan in Sendai. Other activities included nation-wide forest rehabilitation projects in Akita, Shizuoka, Nagano, Ehime, Shimane and Aichi Prefectures, as well as the investigative research that forms the bases for these projects, based on collaborations with private companies, local governments and non-profit organisations. Research results for both domestic and international research projects were released as publications in the research journal "Eco-Habitat", and information disseminated to the general public via forums and newsletters.

As capacity-building projects for environmental protection, JISE carried out a series of lectures for the general public on the "Wisdom, Technology and Understanding to Protect and Develop Greenery", as well as outdoor environmental study programmes and basic and applied level courses of ecological trainings. As an outcome of these

capacity-building projects, a presentation on “Issues and recommendations on learning techniques of hot urban environments” was made at the 26th Annual Meeting of the Japanese Society of Environmental Education. JISE also engaged in active exchange and public awareness campaigns, including holding the JISE Environmental Forum in March 2016 where in-depth discussions took place on the present day issues faced in the areas of forest regeneration and forest education. Additionally, JISE organised a tour to participate in a tree-planting festival in Cambodia.

● Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Technical Support Unit (TSU) for the Regional Assessment for Asia and the Pacific

Since FY2015, IGES has been entrusted to host one of the Technical Support Units (TSUs) of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) administered by the United Nations Environment Programme (UNEP), namely the IPBES TSU for the Asia-Pacific Regional Assessment (IPBES-TSU-AP). Of all functions of the IPBES Secretariat (Bonn, Germany), this TSU will serve as a supporting institution in the drafting of the report on the Regional and Sub-regional Assessments on biodiversity and ecosystem services for Asia and the Pacific. Sub-regions of Northeast Asia, Southeast Asia, South Asia and West Asia, as well as Oceania are to be covered in this assessment.

Based on a proposal from the Government of Japan,

>> About IPBES

IPBES was established in April 2012 under the auspices of the United Nations Environment Programme (UNEP), United Nations Educational, Scientific and Cultural Organization (UNESCO), Food and Agriculture Organization (FAO) and United Nations Development Programme (UNDP), with the objective to strengthen the interface between science and policy related to biodiversity and ecosystem services. Administered by UNEP, IPBES performs the four functions of scientific assessment, capacity building, knowledge generation and policy support, in an effort to ascertain the status of global biodiversity and ecosystem services, the drivers of change, and the impacts on human well-being. Due to its similarity to the IPCC in the field of climate change, the IPBES is sometimes referred to as “biodiversity’s

equivalent to the IPCC”. Based on its 2014-2018 work programme, IPBES plans for a total of 18 deliverables over a five-year period.

>> Regional Assessment

The regional assessment is one of the deliverables of the 2014-2018 IPBES work programme, and will be carried out in four regions of the world (Asia Pacific, Africa, Americas, Europe and Central Asia). The regional assessment constitutes a core deliverable for the fulfilment of the “scientific assessment” function, out of the four functions of IPBES. Approximately 120 experts have been selected as authors for each region. Outcomes are expected not only to assess the state of progress in meeting the Aichi Biodiversity Targets under the Convention on Biological Diversity, but also to contribute to policy-making at the regional level.

IGES was selected by the IPBES Multidisciplinary Expert Panel to host the IPBES-TSU-AP, and its operations began at the IGES Tokyo Office in April 2015. In the three-year period leading up to the 2018 IPBES Plenary, support will be provided to experts in the Asia-Pacific region for the preparation of the regional assessment report, as well as the organisation of author meetings. To date, the IPBES-TSU-AP has held the First Author Meeting for the Asia-Pacific Region (August 2015, at the United Nations University (UNU)), inviting 128 experts. At present, it is engaged in compiling the first draft of the regional assessment report for external review.

The National Institute for Environmental Studies (NIES), the Asia-Pacific Network for Global

Change Research (APN), and UNU are among the cooperating institutions supporting the activities of the IPBES-TSU-AP. Funding for the TSU activities is provided from the IPBES Trust Fund, as well as by the Ministry of the Environment of Japan.



First Author Meeting of the Asia-Pacific Region

Strategic Operations

Overview

IGES carries out strategic operations designed to promote strategic research and to bolster the impact generation of research outcomes. The Programme Management Office (PMO) plays a central role – it develops the overall research strategy for IGES and coordinates internal research activities in an integrated manner. In this way, the PMO aims to implement effective strategic research through each strategic operation function, including flagship research, knowledge management, capacity development and education, quality management of research outputs, networking and outreach.

Flagship Research

IGES conducts flagship research focusing on strategically important policy agendas in the Asia-Pacific region and involving all research areas. In



Delivering messages from flagship research

FY2015, an IGES White Paper entitled “Greening Integration in Asia: How Regional Integration Can Benefit People and the Environment”, was published and flagship research on the respective topics of climate change and sustainable development goals (SDGs) was advanced. IGES’s messages were actively communicated targeting international debates and negotiations, including COP21, through discussion papers, commentaries and research reports.

Knowledge Management

IGES carried out improvements aimed at the management and utilisation of knowledge for IGES as a whole. Specifically, improvements were made to the IGES publication database and to various databases by research areas. Likewise, IGES enabled wider access to its publications by adding them to the JSTOR Sustainability Collection, an archive comprised of major academic journals.

Capacity Development and Education

IGES developed a training programme targeting stakeholders in cooperation with the Japan International Cooperation Agency (JICA) and the Thailand Greenhouse Gas Management Organization (TGO). Furthermore, e-learning materials were developed on simulation of energy scenarios toward low-carbon societies and adapting land-use and making cities resilient to climate

change. Likewise, research proceeded on the role of education in realising sustainable development and lifestyles.



New e-learning video "Making Our Cities Climate-Sensitive"



Quality Management of Research Outputs

IGES implements the “clean production” method of quality management, starting from the planning stages throughout the entire research and writing process of publications. Additionally, IGES incorporates feedback from internal and external reviews from diverse perspectives. Overall, our internal publication process aims to ensure quality and timely, effective publications.

Networking

IGES advanced cooperation with institutions and networks both in Japan and overseas engaged in research activities related to sustainable

development, and disseminated research outcomes through collaboration with a variety of stakeholders. In FY2015, two collaborating centres with UN (IGES Centre Collaborating with UNEP on Environmental Technologies and UNFCCC-IGES Regional Collaboration Centre) as well as the Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) were established within IGES. Furthermore, new partnerships were launched with the Sustainable Development Solutions Network Japan and the UN Global Compact/Global Compact Network Japan.



New partnership with the Sustainable Development Solutions Network Japan

Information Dissemination and Outreach Activities

IGES disseminated research outcomes, publications, commentaries and policy recommendations in a timely manner to coordinate with international discussions and policymaking processes through websites dedicated to climate change and sustainable development goals (SDGs), as well as an E-Newsletter with 6,400 subscribers. Right after COP21, IGES held a reporting seminar in Tokyo, where IGES researchers, businesses and local government representatives that participated in COP21 reported on the outcomes



COP21 reporting seminar



Seminar for media on climate change issues

and future developments. IGES also strengthened media relations and received wide coverage via a range of outlets including newspapers, television, magazines and internet news. News coverage highlighted IGES expertise, recommendations and researchers' comments on COP21 negotiations, as well as coal-fired power issues, and Japan-China inter-city cooperation on air pollution measures. To promote these effective outreach activities, in FY2015, IGES formulated its communication policy and guidelines on main communication tools and activities in line with the renewed IGES logo for higher visibility and functionality.

International Forum for Sustainable Asia and the Pacific (ISAP)

IGES organises the International Forum for Sustainable Asia and the Pacific (ISAP) once a year for experts, businesses, governments, international organisations and NGO representatives actively engaged in addressing the urgent



issues faced by the Asia-Pacific region to exchange opinions. ISAP2015 was held in Yokohama in July, where approximately 1,200 participants addressed the two main topics of climate change and sustainable development goals (SDGs). Lively discussions took place on enhancing cooperation with a diverse range of partners toward building sustainable societies.



Contributions to Local Communities

IGES actively participated in seminars and various events held for the people of our local community, providing easy-to-understand commentary on global environmental problems while incorporating knowledge gained from our research activities. Discussions took place on the role of communities in the energy issue at a joint session entitled “Energy Revolution from Kanagawa”, organised by IGES and Kanagawa Prefecture at the 7th International Forum for Sustainable Asia and the Pacific (ISAP) held in July 2015 in Yokohama. Additionally, IGES hosted an intern of the Kanagawa Prefectural Program for



Kanagawa session at ISAP



Visit by students from East Asia

Overseas Technical Trainees and collaborated on local school education by assisting in the integrated studies and workplace experience of students from two junior high schools, one in Hayama Town where IGES Headquarters is located and another in Yokosuka City.



Workplace experience/Lecture for junior high students

Main Lectures by IGES Researchers / Events & Exhibitions

3 May 2015	Shonan Village Festival 2015	Hayama
30 to 31 May 2015	Agenda Day 2015	Yokohama
28 July 2015	ISAP Session on Local Energy Revolution	Yokohama
7 November 2015	Shonan Village Academia Lecture	Hayama
13 January 2016	Reporting Seminar on COP21	Yokohama
13 March 2016	Shonan Village Academia Café Integral Lecture	Hayama



Appendix

Financial Statements (FY2015)

Balance Sheet (Summary)

Unit:1,000 yen

ASSETS	5,937,685	LIABILITIES	2,075,282
CURRENT ASSETS	2,552,840	CURRENT LIABILITIES	1,795,449
NON-CURRENT ASSETS	3,384,845	NON-CURRENT LIABILITIES	279,833
(ASSETS FOR BASIC FUNDS)	(250,000)		
(RESTRICTED ASSETS)	(2,962,859)	NET ASSETS	3,862,402
(OTHER NON-CURRENT ASSETS)	(171,986)	RESTRICTED NET ASSETS	2,587,635
		UNRESTRICTED NET ASSETS	1,274,767

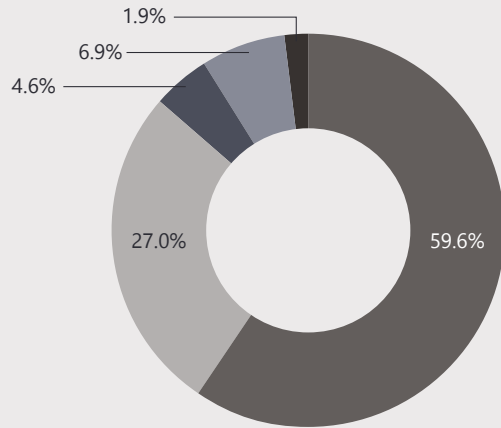
Statement of Activities (All IGES)

Unit:1,000 yen

		Accounting for Project for public interest purpose				Incorporated accounts	FY2015 Total	FY2014 Total
		Strategic Research*1	IPCC/TSU	APN	JISE			
I Changes in unrestricted net assets								
Operating activities	Revenues and gains	2,651,870	175,642	318,562	61,535	316,596	3,503,089*2	3,543,016
	Expenses and losses	2,667,546	176,228	253,977	61,535	316,596	3,443,664*3	3,361,344
Non-operating activities	Revenues from non-operating	0	0	0	234	52,000	52,234	0
	Expenses and losses from non-operating	0	0	0	0	0	0	3,055
II Changes in restricted net assets								
Total changes in restricted net assets		(11,494)	0	0	43,867	0	32,373	60,069
Net assets at end of year		977,487	155,237	241,614	2,395,404	81,557	3,862,402*4	3,718,369

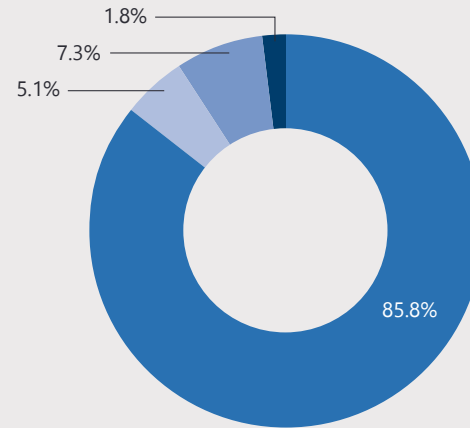
*1 For IGES research activities and dissemination of research outcomes *2, 3, 4 Including internal transactions

Contents of revenues and gain



	Unit: 1,000 Yen
Contract revenue	2,086,935
Contribution*1	946,918
Grants	159,780
Subsidies for office lease	241,787
Income and others	67,669
Total	3,503,089

Expenses and losses



	Unit: 1,000 Yen
Strategic research*2	2,984,142
IPCC/TSU	176,228
APN	253,977
JISE	61,535
<Internal transactions>	(32,218)
Total	3,443,664

*1 Including contribution for IPBES-TSU *2 Including incorporated accounts

About IGES

Background

January 1995: Establishment of IGES recommended by the Japanese Prime Minister's Advisory Group on the Global Environment in the Twenty-First Century.

April 1996: Final report on the proposed functions, organisational structure and other aspects of IGES issued by the Discussion Group on Comprehensive Environmental Studies and Education, former Environment Agency of Japan.

March 1998: Establishment of IGES

April 2012: Transition to a public-interest incorporated foundation

Personnel (As of 31 March 2016)			(Short-term)	(Non-Japanese)
Research Employees	Strategic Research Project	92	(16)	(39)
	Projects for Public Interest other than Strategic Research	18	(3)	(7)
Administrative Employees	General Administration	34	(11)	(7)
	Research Support	37	(13)	(2)
	Projects for Public Interest other than Strategic Research	9	(2)	(0)
Total		190	(45)	(55)

*Subtotal in brackets for employees under short-term contract and non-Japanese employees.

● Headquarters

2108-11, Kamiyamaguchi, Hayama, Kanagawa, 240-0115, Japan
Tel: +81-46-855-3700 Fax: +81-46-855-3709
E-mail: iges@iges.or.jp URL: <http://www.iges.or.jp/>

● Tokyo Office

Shinbashi SY Bldg. 4F, 1-14-2, Nishi-shinbashi, Minato-ku, Tokyo, 105-0003, Japan
Tel: +81-3-3595-1081 Fax: +81-3-3595-1084

● Kansai Research Centre

East Bldg. 5F, Disaster Reduction and Human Renovation Institution, 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo, 651-0073, Japan
Tel: +81-78-262-6634 Fax: +81-78-262-6635

● Kitakyushu Urban Centre

International Village Center 3F, 1-1-1, Hirano, Yahatahigashi-ku, Kitakyushu, Fukuoka, 805-0062, Japan
Tel: +81-93-681-1563 Fax: +81-93-681-1564

● Beijing Office (IGES Sino-Japan Cooperation Project Office)

Room No. 1114, 11F, Sino-Japan Friendship Center for Environmental Protection, No. 1 Yuhuinanlu, Chaoyang District, Beijing, 100029, China E-mail: beijing-office@iges.or.jp

● Regional Centre

604 SG Tower 6F, 161/1 Soi Mahadlek Luang 3, Rajdamri Road, Patumwan, Bangkok, 10330, Thailand Tel: +66-2-651-8794, 8795, 8797, 8799 Fax: +66-2-651-8798

● IPCC TFI Technical Support Unit [TSU]

2108-11, Kamiyamaguchi, Hayama, Kanagawa, 240-0115, Japan
Tel: +81-46-855-3750 Fax: +81-46-855-3808

● Asia-Pacific Network for Global Change Research (APN) Secretariat

East Bldg. 4F, Disaster Reduction and Human Renovation Institution, 1-5-2, Wakinohama-kaigandori, Chuo-ku, Kobe, Hyogo, 651-0073, Japan
Tel: +81-78-230-8017 Fax: +81-78-230-8018

● Japanese Center for International Studies in Ecology (JISE)

Shinyokohama Daiichi Bldg. 3F, 2-14-27, Shinyokohama, Kohoku-ku, Yokohama, Kanagawa, 222-0033, Japan Tel: +81-45-548-6270 Fax: +81-45-472-8810

● Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) Technical Support Unit (TSU)

Shinbashi SY Bldg. 4F, 1-14-2, Nishi-shinbashi, Minato-ku, Tokyo, 105-0003, Japan
Tel: +81-3-3595-1081 Fax: +81-3-3595-1084

Trustees

Ms. Charmine Koda	Journalist
Dr. Shuzo Nishioka	Former Executive Director of the National Institute for Environmental Studies
Mr. Yasuhiko Okada	Attorney at Law, Partner, Kitahama Partners (Tokyo Office)
Dr. Tongroj Onchan	Senior Advisor, The Mekong Environment and Resource Institute
Mr. Takejiro Sueyoshi	Special Advisor, United Nations Environment Programme Finance Initiative
Dr. Abdul Hamid Zakri	Science Advisor to the Prime Minister of Malaysia

Directors

Dr. William Glanville	Former Vice President, International Institute for Sustainable Development
Prof. Hironori Hamanaka	Chair of the Board of Directors, Institute for Global Environmental Strategies
Ms. Hiroko Kono	Senior Writer, The Yomiuri Shimbun
Mr. Hideyuki Mori	President, Institute for Global Environmental Strategies
Prof. Ikufumi Niimi	Professor, Faculty of Law, Meiji University
Dr. Mikio Shoji	Visiting Professor, Massachusetts Institute of Technology
Prof. Kazuhiko Takeuchi	Director and Professor, Integrated Research System for Sustainability Science (IR3S)

Auditors

Mr. Ken Hasegawa	Lawyer
Mr. Tsuyoshi Kono	General Manager, The Bank of Yokohama, Ltd.

Honorary Advisors

Mr. Toshiaki Kaifu	Former Prime Minister; Advisor, Global Environmental Action
Ms. Yoriko Kawaguchi	Adjunct Professor, Meiji Institute for Global Affairs, Meiji University; Former Member of the House of Councilors; Former Minister of Foreign Affairs; Former Minister of the Environment, Japan
Prof. Hiroshi Komiyama	Chairman of the Institute, Mitsubishi Research Institute, Inc; President Emeritus, the University of Tokyo
Mr. Tomiichi Murayama	Former Prime Minister; Senior Advisor, Global Environmental Action
Dr. Rajendra K. Pachauri	Former Director-General, The Energy and Resources Institute
Mr. Geping Qu	Chairman, China Environment Protection Foundation, China
Dr. Emil Salim	Special Envoy, President of Indonesia; Former State Minister for Population and Environment, Indonesia
Dr. Stephan Schmidheiny	Honorary Chairman, Executive Committee, World Business Council for Sustainable Development
Mr. Achim Steiner	Executive Director, United Nations Environment Programme
Dr. M. S. Swaminathan	Founder Chairman and Chief Mentor, UNESCO Chair in Ecotechnology, M S Swaminathan Research Foundation
Dr. Takeshi Umehara	Honorary Advisor, International Research Center for Japanese Studies

Counsellors

Mr. Nobutoshi Akao	Former Japanese Ambassador to Thailand
Mr. Lucas Assunção	Head of Trade, Environment and Sustainable Development Branch, United Nations Conference on Trade and Development (UNCTAD)
Mr. Tsuguo Ban	Chairman of the Board of Directors, Japan Forest Recreation Association
Dr. Nobuyoshi Fugono	Advisor, Advanced Telecommunications Research Institute International
Mr. Shinji Fukukawa	Advisor, Global Industrial and Social Progress Research Institute
Mr. Takahiko Hiraishi	Former Co-Chair, IPCC Inventories Task Force Bureau
Prof. Ryokichi Hirono	Professor Emeritus, Seikei University
Prof. Nay Htun	Professor, State University of New York, Stony Brook
Mr. Masami Ishizaka	Chairman of the Board of Directors, Okura Zaimu Kyokai
Dr. Hoi-seong Jeong	President Emeritus, Korea Environmental Policy and Administration Society
Mr. Etsuo Kobayashi	Advisor, Hyogo Environmental Advancement Association
Mr. Tomomitsu Oba	Former President, Japan Center for International Finance
Mr. Shigeyuki Okajima	Executive Director, Japan Environmental Education Forum
Mr. Masamine Sasaki	President, The Japanese Association for Conservation of Architectural Monuments
Dr. Monthip Sriratana Tabucanon	Senior Advisor to the Senate Commission on Natural Resources and Environment, Parliament of Thailand
Mr. Peter Woods	Former Chief Information Officer, Australian Government Department of the Environment, Water, Heritage and the Arts

(in alphabetical order as of March 2016)

Signatory Organisations and Institutions of the Charter for the Establishment of IGES

Total: 48

National Administrative Organisations (16)

Department of the Environment, Water, Heritage and the Arts (Australia)
 Ministry of Environment (Cambodia)
 Environment Canada (Canada)

Ministry of Environmental Protection (China)
 Ministry of Environment and Forests (India)
 State Ministry of Environment (Indonesia)
 Ministry of the Environment (Japan)
 Ministry of Environment (Korea)
 Water Resources and Environment Administration (Lao P.D.R.)
 Ministry of Natural Resources and Environment (Malaysia)
 Ministry of Nature and the Environment (Mongolia)
 Ministry of Environment, Science and Technology (Nepal)
 Ministry for the Environment (New Zealand)
 Department of Environment and Natural Resources (The Philippines)
 Ministry of Natural Resources and Environment (Thailand)
 Ministry of Natural Resources and Environment (Viet Nam)

International Organisations (6)

International Tropical Timber Organization
 United Nations Centre for Regional Development
 United Nations Environment Programme
 United Nations Institute for Training and Research
 United Nations University Institute for the Advanced Study of Sustainability
 United Nations Economic and Social Commission for Asia and the Pacific

Research and Academic Institutions (26)

Asia-Pacific Centre for Environmental Law (Singapore)
 Center for International Environmental Law (USA)
 Earth Council (Costa Rica)
 Global Industrial and Social Progress Research Institute (Japan)
 Indira Gandhi Institute of Development Research (India)
 Institute of Development Studies, University of Sussex (UK)
 Institute of Southeast Asian Studies (Singapore)
 Institute of Strategic and International Studies (Malaysia)
 International Academy of the Environment (Switzerland)
 International Global Change Institute, Waikato University (New Zealand)
 International Institute for Environment and Development (UK)
 International Institute for Sustainable Development (Canada)
 International Institute for Applied Systems Analysis (Austria)
 Korea Energy Economics Institute (Korea)
 Korea Environment Institute (Korea)
 National Institute for Environmental Studies (Japan)
 Potsdam Institute for Climate Impact Research (Germany)
 Sino-Japan Friendship Center for Environmental Protection (China)
 Stockholm Environment Institute (Sweden)
 Thailand Development Research Institute Foundation (Thailand)
 Thailand Environment Institute (Thailand)
 The Energy and Resources Institute (India)
 VTT Technical Research Centre of Finland (Finland)
 World Resources Institute (USA)
 Worldwatch Institute (USA)
 Wuppertal Institute for Climate, Environment and Energy (Germany)

Articles of Incorporation for the Public Interest Incorporated Foundation, the Institute for Global Environmental Strategies

Chapter 1 General Provisions

(Name)

Article 1

This public interest incorporated foundation shall be called the Institute for Global Environmental Strategies (hereinafter "the Institute").

(Office)

Article 2

1. The headquarters of the Institute shall be situated at 2108-11, Kami Yamaguchi, Hayama-machi, Miura-gun, Kanagawa Prefecture.
2. The Institute may establish other offices where needed upon resolution of the Board of Directors.

(Objectives)

Article 3

The Institute, based on the Charter for the Establishment of the Institute for Global Environmental Strategies, shall strive to carry out policy oriented research and related activities to develop and formulate innovative policy instruments and environmental strategies for sustainable development (hereinafter "Strategic Research"), aiming at creating a new paradigm for global civilization; and to make the results of the Strategic Research applicable for the policy making and decision making of a broad range of entities so that sustainable development can be achieved globally, inter alia in the Asia-Pacific Region.

(Business programmes)

Article 4

1. In order to achieve the objectives outlined in the preceding article, the Institute shall undertake the following business programmes:
 - 1) Programmes based on the Integrative Strategic Research Programme;
 - 2) Other necessary programmes to achieve the objectives of the Institute.
2. In order to promote the business in the preceding paragraph, the following activities shall be carried out the following business activities:
 - 1) conduct Strategic Research (including joint research with international organisations, national and local governments, research and academic institutions, corporations, and NGOs (hereinafter "other organisations"));
 - 2) conduct Strategic Research in response to requests from other organisations; and provide information and recommendations on the formulation of strategies for sustainable development to those bodies as required;
 - 3) organise international conferences and seminars and other similar events (including co-hosting with other organisations);
 - 4) participate in conferences where various policies and decisions are determined, and thereby offer proposals based on the results of its Strategic Research;
 - 5) implement training courses for developing strategies and provide trainings by accepting trainees;
 - 6) collect, arrange and provide information related to sustainable development; and
 - 7) carry out any further necessary activities to achieve the objectives of the Institute.
3. The business programmes in Paragraph 1 of this Article shall be undertaken in Japan and overseas.

(Working languages)

Article 5

The working languages of the Institute shall be English and Japanese.

Chapter 2 Assets and Accounting

(Composition of assets)

Article 6

The assets of the Institute shall be comprised of the following:

- 1) assets recorded in the inventory of property prior to the day when the Institute was registered as a public interest corporation (hereinafter "date of transition to a public-interest corporation") as stipulated in Paragraph 1 of Article 106 of the Act for Revising the Related Acts as a Result of the Enforcement of the Act on General Incorporated Associations and General Incorporated Foundations and the Act on Authorization of Public-interest Incorporated Associations and Public-interest Incorporated Foundations (Act No. 50, 2006) (hereafter "the Revising Act");
- 2) assets received as donations from corporations or individuals, after the date of transition to a public-interest corporation;
- 3) voluntary contributions from national and local governments in Japan and other countries;
- 4) grants from national governments, local governments and public-interest corporations etc.;
- 5) income generated from existing assets;
- 6) income from fees paid by affiliates;
- 7) income from business programmes; and
- 8) any other income.

(Classification of assets)

Article 7

1. The assets of the Institute shall consist of the Basic Fund and the Operating Resources.
2. The Institute's Basic Fund shall be composed of the following:
 - 1) donated assets that are designated as assets for the Basic Fund before the date of transition to a public interest corporation;
 - 2) donated assets that are designated to be assets for the Basic Fund after the date of transition to a public interest corporation; and
 - 3) assets that are transferred to the Basic Fund by resolution of the Board of Directors and the Board of Trustees, after the date of transition to a public-interest corporation.
3. The Operating Resources shall be those assets other than the Basic Fund.

(Administration of the assets)

Article 8

1. The assets of the Institute shall be administered by the Chair of the Board of Directors in a manner to be decided separately by the Chair upon resolution of the Board of Directors.
2. Cash assets contained in the Basic Fund must be preserved using safe and reliable methods such as establishing postal time-deposit accounts or bank time-deposit accounts; entrusting the funds with a trust bank; or purchasing government or corporate bonds.

(Restrictions on the disposal of the Basic Fund)

Article 9

The Basic Fund may not be disposed of or used as collateral. However, in the case where there are unavoidable circumstances when carrying out the activities of the Institute, a portion of the Basic Fund may be disposed of, or all or a portion of the Basic Fund may be used as collateral, by a two-thirds majority of the vote held by the Trustees at the meetings of the Board of Trustees, excluding those Trustees who have a special interest.

(Strategic Research Fund)

Article 10

1. The Strategic Research Fund shall be set up to ensure that operations are carried out smoothly. The Strategic Research Fund shall be composed of the following categories of assets:

- 1) donated or granted assets that are designated as assets for the Strategic Research Fund before the date of transition to a public interest corporation;
 - 2) donated or granted assets that are designated as assets for the Strategic Research Fund after the date of transition to a public interest corporation; and
 - 3) assets that are transferred to the Strategic Research Fund by resolution of the Board of Directors after the date of transition to a public interest corporation.
2. The Strategic Research Fund may not be disposed of or used as collateral. However, in the case where there are unavoidable circumstances when carrying out the activities of the Institute, a portion of the Strategic Research Fund may be disposed of, or all or a portion of the Strategic Research Fund may be used as collateral, by a two-thirds majority of the votes held by the Directors at the meetings of the Board of Directors, excluding those Directors who have a special interest.

(Payment of expenses)**Article 11**

The expenses of the Institute shall be paid from the Operating Resources.

(Business plans and budget)**Article 12**

1. A written business plan, a budget statement of income and expenditure, and documents describing projected funding and facility investment of the Institute shall be prepared by the Chair of the Board of Directors for each business year. Prior to the start of each business year, upon resolution by the Board of Directors, these documents shall then be approved by the Board of Trustees. Any revisions to these documents shall also follow the same process.
2. The documents so approved under the preceding paragraph shall be filed with the administrative agency by the day before the start of each business year.

(Provisional budget)**Article 13**

1. Notwithstanding the provisions of the preceding article, when the written budget of income and expenditure is not formulated due to compelling reasons, the Chair of the Board of Directors may, upon resolution of the Board of Directors, exercise control over revenue and expenses in accordance with the budget of the previous business year until a new budget is formulated.
2. The revenue and expenses referred to in the preceding paragraph shall be deemed to be made under the newly formulated budget.

(Business reports and settlement of revenue and expenses)**Article 14**

1. The Institute's business reports and settlement statements shall be prepared by the Chair of the Board of Directors at the end of each business year and shall include the business report and financial documents (balance sheets and report on changes in net assets) as well as related detailed statements, inventory of property and statements of cash flows. After the Auditor's inspection and upon resolution by the Board of Directors, these documents shall be approved at the regular meeting of the Board of Trustees.
2. The documents so approved under the preceding paragraph shall be filed with the administrative agency within three months after the end of the business year.
3. When there are surplus funds in the Institute's revenue and expenses settlement, upon resolution of the Board of Directors, all or a portion of this surplus shall be transferred into the Basic Fund or appropriated forward to the next business year.

(Long-term borrowings)**Article 15**

When the Institute seeks to borrow funds, except for short-term borrowings, payment of which would be made from the income of the then current business year, a majority of two-thirds of the votes of the Directors, excluding those Directors who have a special interest, shall be obtained at the meetings of the Board of Directors.

(Assumption of responsibilities and waiver of rights)**Article 16**

Except for the cases where the second sentence of Article 9 hereof, the second sentence of Paragraph 2 of Article 10 hereof or the provision of the preceding article shall be applicable, or where the relevant matters are provided for in the written budget of revenue and expenditure,

any assumption of obligations or waiver of rights by the Institute shall be subject to a resolution of the Board of Directors.

(Business year)**Article 17**

The Institute's business year shall begin on April 1 of each year and end on March 31 of the following year.

(Calculation of the balance of the assets that are obtained for the purpose of public-interest)**Article 18**

The Chair of the Board of Directors shall calculate the balance of the assets that are obtained for the purpose of public-interest each business year on the last day of the given business year in accordance with the provisions of Article 48 of the Ordinance for Enforcement of the Act on Authorization of Public Interest Incorporated Associations and Public Interest Incorporation Foundations, and record them in the documents prepared under Item 9 of Paragraph 1 of Article 56 hereof.

Chapter 3 Trustees and Board of Trustees**(Trustees)****Article 19**

1. The Institute shall have at least 4 but no more than 8 Trustees.
2. The Trustees shall be appointed and dismissed by resolution of the Board of Trustees in accordance with Articles 179 through 195 of the Act on General Incorporated Associations and General Incorporated Foundations (Act No. 48, 2006) (hereinafter "Corporation Act").
3. A person who falls under any of the grounds for disqualification as stipulated in Paragraph 1 of Article 173 of the Corporation Act may not become a Trustee.
4. The Trustees may not serve as a Director, an Auditor or employee of the Institute.
5. In appointing a Trustee, all of the following conditions shall be met:
 - 1) With respect to each Trustee, the aggregate number of the Trustees enumerated in a) through f) below shall not exceed one third of the total number of Trustees:
 - a) The Trustee concerned, his/her spouse, and a relative within the third degree of kinship;
 - b) A person who is in de facto marital relationship with the Trustee concerned though not legally married;
 - c) An employee of the Trustee concerned;
 - d) A person, apart from those under b) or c) above, whose main source of livelihood is monetary or other supports provided by the Trustee concerned;
 - e) The spouse of the person under c) or d) above; and
 - f) A person who is a relative within the third degree of kinship and who shares living expenses with any of those in b) to d).
 - 2) The aggregate number of the Trustees who are any of a) through d) below of another identical organisation (apart from public interest corporations) shall not exceed one third of the total number of Trustees:
 - a) Director;
 - b) Employee;
 - c) Executive officer other than directors of such other identical organisation (in case of an unincorporated organisation which has representatives and/or managers, the representative or the manager) or managing member of such organisation; and
 - d) Persons on the staff of the following organisations (excluding Diet members and local government council members):
 - i.) national government organisations;
 - ii.) local governments;
 - iii.) independent administrative corporations as stipulated in Paragraph 1 of Article 2, of the General Rule Act for Independent Administrative Corporations;
 - iv.) national university corporations as stipulated in Paragraph 1 of Article 2 of the Act of National University Corporations or inter-university research institutes as stipulated in Article 3 of the said Act;
 - v.) regional independent administrative corporations as stipulated in Paragraph 1 of Article 2 of the Act for Regional Independent Administrative Corporations; or
 - vi.) special governmental corporation (a corporation established through a special

establishment procedures in accordance with special laws, and is subject to the provisions of Paragraph 15 of Article 4 of the Ministry of Internal Affairs and Communications Establishment Act), or an authorised corporation (a corporation established in accordance with special laws, and also its establishment requires the approval of the administrative authority).

6. Any changes to the membership of the Trustees shall be registered within two weeks, and reported without delay to the administrative agency along with a certified copy of register.

(Term of office)

Article 20

1. The term of office for the Trustees shall expire upon the conclusion of the final regular Meeting of the Board of Trustees which deals with the last business year ending within 4 years of appointment. However, Trustees may be reappointed.
2. Notwithstanding the preceding paragraph, the term of office for the Trustee who is appointed to replace the Trustee who has resigned during his/her term of office shall expire when the term of office of the resigned Trustee would have expired.
3. The Trustees shall retain the rights and duties of their positions even after expiration of their term or resignation until their successor takes office if as a result of their retirement or resignation the number of Trustees would fall below the minimum number of the Trustees specified in Paragraph 1 of Article 19 hereof.

(Remuneration for Trustees etc.)

Article 21

Trustees shall receive remuneration in the amount calculated according to the standards for payment of remuneration etc. established by the Board of Trustees, but in no event shall it be in excess of JPY1.5 million per business year.

(Exemption from liability)

Article 22

According to Article 112 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act, the Institute may exempt a Trustee (including former Trustees) from liability for damages incurred in the course of performing their duties by a unanimous consent of the Board of Trustees.

(Composition)

Article 23

The Board of Trustees shall be composed of all Trustees.

(Authority)

Article 24

The Board of Trustees shall resolve the following items:

- 1) Approval of the Integrative Strategic Research Programme;
- 2) Appointment and dismissal of Trustees, Directors and Auditors;
- 3) The amount of remuneration etc. for Directors and Auditors;
- 4) Standards for payment of remuneration etc. for Trustees, Directors and Auditors;
- 5) Approval of the written business plan, the written budget for income and expenditure, and the documents describing projected funding and facility investment;
- 6) Approval of the business report and financial documents (balance sheets and report on changes in net assets) as well as related detailed statements, inventory of property and statements of cash flows;
- 7) Amendments of the Articles of Incorporation;
- 8) Assignment of business, in whole or in part;
- 9) Attribution of surplus assets;
- 10) Approval of merger; and
- 11) Any other matters which are by any provisions of law or these Articles required to be resolved by the Board of Trustees.

(Convening of meetings)

Article 25

A regular meeting of the Board of Trustees shall be convened once within 3 months of the end of each business year, and an extraordinary meeting of the Board of Trustees may be convened whenever necessary.

(Calling of Meetings)

Article 26

1. Meetings of the Board of Trustees shall be called by the Chair of the Board of Directors, based on a resolution of the Board of Directors, unless otherwise stipulated by law.
2. A Trustee may request the Chair of the Board of Directors to convene a meeting of the Board of Trustees, by indicating the purpose of the meeting and the reason for convening.

(Election of the Chair)

Article 27

The chairperson of the meeting of the Board of Trustees shall be mutually elected by the Trustees from among the Trustees in attendance.

(Quorum)

Article 28

Meetings of the Board of Trustees may not be convened unless more than a half of the current number of Trustees is in attendance.

(Resolutions)

Article 29

Resolutions at the meeting of the Board of Trustees, except for the cases where otherwise stipulated by these Articles or by law, shall be made by a majority of the Trustees in attendance, excluding those Trustees who have a special interest in the voting.

(Omission of Resolutions)

Article 30

In the case that the Chair of the Board of Directors submits a proposal with respect to any matter that should be the purpose of the Board of Trustees meeting, if all Trustees who are entitled to participate in the voting indicate their assent to such a proposal in writing or by electronic means, then it shall be deemed that a resolution to approve such proposal at the Board of Trustees meeting has been made.

(Omission of Reports)

Article 31

In the case that the Chair of the Board of Directors notifies all Trustees of any matter that is to be reported to the Board of Trustees meeting, if all Trustees agree in writing or by electronic means that it is not necessary to report such a matter to the Board of Trustees meeting, then it shall be deemed that such matter has been reported to the Board of Trustees meeting.

(Minutes)

Article 32

1. The minutes of the meetings of the Board of Trustees shall be prepared as stipulated by law.
2. The chairperson of the meeting and two or more persons who are in attendance at the meeting and are elected to sign the minutes of the meeting must sign, or affix their signatures and seals to the minutes.

(Others)

Article 33

In addition to those matters provided for in these articles, the Board of Trustees shall determine necessary matters related to the operation of the Board of Trustees.

Chapter 4 Officers

(Titles and number of officers)

Article 34

1. The Institute shall have the following officers:

- 1) Directors

The Institute shall have at least 3 but no more than 7 Directors.

- 2) Auditors

There shall be no more than two Auditors.

2. Among the Directors, there shall be one Chair of the Board of Directors.

3. Among the Directors, there may be one Vice-Chair.

4. Among the Directors, there shall be one President.

5. Among the Directors, there may be one Vice-President.

6. Among the Directors, there may be one Managing Director.

7. The Chair of the Board of Directors in Paragraph 2 above shall hold the position of the Representative Director as stipulated under the Corporation Act, and the Directors in Paragraphs 3 through 6 above and such other Directors who may be appointed by the Board of Directors shall hold the positions of the Operating Directors in charge of work

implementation as stipulated under the Corporation Act.

(Elections and other matters)

Article 35

1. The Directors and Auditors shall be elected by the Board of Trustees.
2. The Chair of the Board of Directors, the Vice-Chair, the President, the Vice-President, the Managing Director, and the Directors who may be separately elected by the Board of Directors according to Paragraph 7 of the preceding Article shall be elected from among the Directors by resolution at the Board of Directors Meeting.
3. The Auditors may not simultaneously serve as a Director or employee at the Institute.
4. With respect to each Director, the aggregate number of the following persons who are Directors shall not exceed one-third of the total number of Directors: the Director concerned, his or her spouse, and relatives within the third degree of kinship, as well as those who have other similar special relationship with the Director concerned as designated by the government ordinance. The preceding sentence shall apply to the Auditors in the same manner.
5. The number of Directors who are directors or employees of another identical organisation (excluding public interest corporations or equivalent organisations as designated by law), or who have other similar close relationship with such organisation as designated by the government ordinance shall not exceed one-third of the total number of Directors. The above sentence shall apply to the Auditors in the same manner.
6. Any changes to the membership of the Directors or Auditors shall be registered within two weeks and reported without delay to the administrative agency as stipulated by law.

(Duties and Authority of the Directors)

Article 36

1. The Directors shall form the Board of Directors, and they shall perform their duties in accordance with the law and the provisions under these Articles.
2. If the Directors find any facts that would or may cause considerable damage to the Institute, then they shall immediately notify the Auditors of such facts.
3. The Directors shall disclose to the Board of Directors of important matters related to transactions which would be competitive or conflicting in accordance with Article 84 of the Corporation Law, and obtain approval of the Board of Directors.
4. The Chair of the Board of Directors shall represent the Institute and execute the business thereof.
5. The Vice-chair shall assist the Chair of the Board of Directors.
6. The President shall implement the work of Strategic Research, its related training and other matters of the Institute as stipulated in Article 52.
7. The Vice-President shall assist the President and implement the work of the office of the President in the event that the President becomes incapacitated or is absent.
8. The Managing Director shall assist the Chair of the Board of Directors and the Vice-Chair and shall, under the will of the Chair and the Vice-Chair, deal with the ordinary business of the Institute which is not within the duties of the office of the President.
9. The Operating Director shall, according to a decision separately made by the Board of Directors, be assigned to carry out the work of the Institute.
10. The Chair of the Board of Directors and the Operating Director shall report on the status of their works to the Board of Directors at least twice every business year at a minimum of 4-month intervals.

(Duties and Authority of the Auditors)

Article 37

1. The Auditors shall conduct an audit on the works carried out by the Directors, and in accordance with laws and ordinances, prepare an audit report.
2. The Auditors at any time may request a report on the business activities of the Directors or employees, and/or investigate the business and assets of the Institute.
3. In the case that the Auditors determine that there has been or will likely be a misconduct by Directors, or if the Auditors determine that there has been a violation of the law or of these Articles, or particularly unjust conduct, then the Auditors shall notify the Board of Directors without delay.
4. The Auditors shall attend the Board of Directors meetings and if it is deemed necessary, shall provide their opinions.
5. In the case of Paragraph 3 above, the Auditors may, if it is deemed necessary, demand the

Chair of the Board of Directors to convene a meeting of the Board of Directors.

6. The Auditors shall examine the agendas, documents and other items stipulated by the Ministry of Justice ordinances that are to be submitted by the Directors to the Board of Trustees. If in doing so the Auditors determine that there has been a violation of the law or of these articles, or there has been any particularly unjust conduct, then the Auditors shall notify the Board of Trustees of the results of such examination.
7. In the case that a Director conducts, or may possibly conduct, an act that is outside the objectives of the Institute or an act that is in violation of the law or of these Articles, and when such conduct may possibly cause serious damage to the Institute, then the Auditors may demand that the Director concerned desist from the aforementioned conduct.

(Terms of office)

Article 38

1. The term of office for the Directors shall expire upon the conclusion of the final regular meeting for the Board of Trustees which deals with the last business year ending within two years of appointment. However, Directors may be reappointed.
2. The term of office for the Auditors shall expire upon the conclusion of the final regular meeting of the Board of Trustees which deals with the last business year ending within four years of appointment. However, Auditors may be reappointed.
3. The terms of office for a Director or an Auditor who are appointed to replace a Director or an Auditor who has resigned during his/her term of office, shall expire when the term of office of the resigned officer would have expired.
4. Directors and Auditors shall retain their rights and duties even after expiration of their term or resignation until their successor takes office, if as a result of their retirement or resignation the number of the Directors or Auditors would fall below the minimum number of the Directors or Auditors specified in Paragraph 1 of Article 34 hereof.

(Dismissal)

Article 39

When one of the following matters applies to an Officer, the Officer may be dismissed by a two-thirds majority of the votes of the Trustees at the meetings of the Board of Trustees, excluding those Trustees who have a special interest on the matter. In this case, before a vote is made by the Board of Trustees, the Officer concerned shall be given the opportunity to account for his/her actions:

- 1) When the Officer has violated his/her duties or if the Officer fails to perform his/her duties; or
- 2) When it is recognised that the Officer is unable to perform his/her duties due to psychological or physical problems.

(Remuneration and others)

Article 40

Directors and Auditors shall receive remuneration etc. in the amount calculated according to the standards for payment of remuneration etc. established by the Board of Trustees.

(Exemption from liability)

Article 41

1. According to Article 112 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act, the Institute may exempt a Director or an Auditor (including former Directors and Auditors) from liability for damages incurred in the course of performing their duties by the unanimous consent of the Board of Trustees.
2. According to Article 113 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act, the Institute may, within the limitations of the law, exempt a Director or an Auditor (including former Directors and Auditors) from liability for damages incurred in the course of performing their duties by a resolution of the Board of Trustees.
3. According to Paragraph 1 of Article 114 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act, the Institute may, within the limitations of the law, exempt a Director or an Auditor (including former Directors and Auditors) from liability for damages incurred in the course of performing their duties by a resolution of the Board of Directors.
4. According to Paragraph 1 of Article 115 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act, the Institute may enter into a contract with an external Director (a Director of the Institute who is not and has not been in the past a Representative Director, Operating Director or employee of the Institute) and/or with an external Auditor (an Auditor of the Institute who has not been a Director or employee of the Institute in the past) to limit their

liability for damages incurred in the course of performing their duties, provided, however, that the minimum liability under such contract shall be the minimum liability stipulated in Article 113 of the Corporation Act as applied mutatis mutandis to Article 198 of the said Act.

Chapter 5 The Board of Directors

(Composition)

Article 42

The Board of Directors shall consist of all Directors.

(Authority)

Article 43

In addition to the matters provided for in other provisions of these Articles of Incorporation, the Board of Directors shall carry out the following matters:

- 1) Making of decisions on execution of works of the Institute;
- 2) Supervision of the performance of the Directors; and
- 3) Selection and dismissal of the Chair of the Board of Directors and Operating Directors.

(Types and convening of the meetings of the Board of Directors)

Article 44

1. There shall be two types of meetings of the Board of Directors: the ordinary meeting of the Board of Directors and the extraordinary meeting of the Board of Directors.
2. The ordinary meeting of the Board of Directors shall be convened twice each year.
3. The extraordinary meeting of the Board of Directors shall be convened in any of the following cases:
 - 1) when the Chair of the Board of Directors determines that such a convening is necessary;
 - 2) when there is a written request to convene by a Director other than the Chair of the Board, indicating the purpose of the meeting of the Board of Directors; and
 - 3) when there is a demand to convene by an Auditor, as stipulated in Paragraph 5 of Article 37 hereof.

(Calling of Meetings)

Article 45

1. The Chair of the Board of Directors shall call meetings of the Board of Directors.
2. In the case that the Chair of the Board of Directors is absent or is unable to so act, then any Director shall call a meeting of the Board of Directors.
3. Notwithstanding the preceding paragraph, a Director or an Auditor who demands the convening of a meeting of the Board of Directors may call a meeting themselves, in the case when it is relevant to Paragraph 3 of Article 93, or Paragraph 3 of Article 101 of the Corporation Act as applied mutatis mutandis to Article 197 of the said Act.
4. The person calling a meeting of the Board of Directors shall send a convocation notice to each Director and each Auditor at least one week before the meeting is held.
5. Notwithstanding the preceding paragraph, when all Directors and Auditors consent, then a meeting can be held without the convocation procedures.

(Chair of meetings)

Article 46

1. The Chair of the Board of Directors shall also serve as the chairperson of the meetings of the Board of Directors.
2. In the case that the Chair of the Board of Directors is absent or is unable to so act, then the chairperson shall be elected from among the Directors in attendance.

(Quorum)

Article 47

Meetings of the Board of Directors may not be convened unless more than a half of the current number of Directors is in attendance.

(Resolutions)

Article 48

1. Except as otherwise stipulated by law or in other provisions of these Articles of Incorporation, the resolutions of the meeting of the Board of Directors shall be made when more than a half of the current number of Directors, excluding those Directors who have a special interest in the resolution, are in attendance and the resolution is approved by a majority of the Directors in attendance.
2. Notwithstanding the preceding paragraph, in the case that a Director submits a proposal

with respect to any matter that should be the purpose of the Directors meeting, and if all Directors indicate their assent to such proposal in writing or by electronic means, then it shall be deemed that a resolution to approve such proposal at the Board of Directors meeting has been made. However, the preceding sentence shall not apply if the Auditors express an objection to the proposal.

(Omission of Reports to the Board of Directors)

Article 49

1. When a Director or an Auditor has informed all Directors and Auditors of any matter that should be reported to the Board Meeting, then it is not necessary to report such matter to the Board of Directors meeting.
2. The preceding paragraph shall not apply to the reports under the provision of Paragraph 2 of Article 91 of the Corporation Act as applied mutatis mutandis to Article 197 of the said Act.

(Minutes)

Article 50

1. The minutes of the meetings of the Board of Directors shall be prepared as stipulated by law.
2. The Chair of the Board of Director and the Auditors in attendance shall sign, or affix their signatures and seals on the aforementioned minutes of the meeting.
3. In the case that the Chair of the Board of Directors is absent or is unable to so act, then the Directors in attendance shall sign, or affix their signatures and seals on the minutes of the meeting.

Chapter 6 Honorary Advisors and Counsellors

(Honorary Advisors and Counsellors)

Article 51

1. The Institute may have Honorary Advisors and Counsellors.
2. Honorary Advisors and Counsellors shall be appointed by the Chair of the Board of Directors upon the recommendation of the Board of Directors.
3. The Honorary Advisors shall respond to inquiries from the Chair of the Board of Directors regarding fundamental matters regarding operation of the Institute and may provide advice to the President.
4. The Counsellors shall respond to inquiries from the Chair of the Board of Directors regarding important business matters and may provide advice to the President.
5. The terms of office for both the Honorary Advisors and the Counsellors shall be three years. However, the Honorary Advisors and the Counsellors may be reappointed.

Chapter 7 Research Structure

(Duties of the President)

Article 52

The President shall carry out the following works based on decisions of the Board of Directors:

- 1) decide on the Integrative Strategic Research Programme as stipulated in Item 1, Paragraph 1 of Article 4 hereof, and manage its implementation;
- 2) prepare annual reports on Strategic Research and its related training and report to the members of both the Board of Directors and the Board of Trustees;
- 3) appoint research fellows and other related staff stipulated in Paragraph 1 of Article 53 hereof;
- 4) decide on necessary matters related to Strategic Research and its related training; and
- 5) supervise the work of Strategic Research and its related training.

(Research fellows and other related staff)

Article 53

1. The Institute shall have senior research fellows, research fellows, research associates, visiting research fellows and other research-related staff.
2. Visiting research fellows shall belong to other organisations and engage in the Strategic Research of the Institute.
3. The senior research fellows, research fellows, research associates and visiting research fellows shall be appointed by the President.
4. Necessary matters related to research fellows and others shall be decided by the President subject to resolutions of the Board of Directors.

(Trainees)

Article 54

1. In addition to those persons belonging to the Institute, the Institute may have other persons participate in the Strategic Research as trainees.
2. Necessary decisions regarding trainees shall be made by the President subject to resolution of the Board of Directors.

Chapter 8 Secretariat

(Establishment)

Article 55

1. A Secretariat shall be installed to carry out the business of the Institute.
2. The Secretariat shall have a Secretary-General and necessary staff.
3. The Secretary-General and staff shall be employed and dismissed by the Chair of the Board of Directors. With regard to employment and dismissal of staff who would be or have been involved in research activities, however, the President shall consulted.
4. Necessary matters related to the organisation and operation of the Secretariat shall be decided by the Chair of the Board of Directors subject to resolutions of the Board of Directors.

(Documents and books to be kept)

Article 56

The offices of the Institute must always keep the following documents and books:

- 1) the Articles of Incorporation;
- 2) a list of Directors, Auditors and Trustees;
- 3) documents on permission, authorisation, and registration;
- 4) minutes of the meetings of the Board of Directors and the Board of Trustees;
- 5) calculation documents and business reports and related detailed documents (including audit report);
- 6) written business plan, written budget for revenue and expenditure, and documents describing projected funding and facility investments;
- 7) inventory of property and statements of cash flows;
- 8) regulations on remuneration for Officers and others;
- 9) summaries on business organisation and activities, as well as documents stating material issues regarding these matters; and
- 10) other documents and books required under laws and ordinances.

Chapter 9 Affiliates

(Affiliates)

Article 57

1. Individual persons and corporations who endorse the objectives and activities of the Institute may become affiliates of the Institute according to the rules determined by the Chair of the Board of Directors upon resolution by the Board of Directors.
2. The affiliates can participate in the business activities of the Institute and obtain information on results of Strategic Research and related matters.
3. The affiliates shall pay the separately prescribed fees according to the rules stipulated in Paragraph 1 of this Article.

Chapter 10 Amendments to the Articles of Incorporation and Dissolution of the Institute

(Amendments to the Articles of Incorporation)

Article 58

1. These Articles of Incorporation may be amended by a three quarter majority of the votes of the Trustees at the Board of Trustees, excluding those who have a special interest.
2. The provision of the preceding paragraph shall also apply to Article 3, Article 4 and Paragraphs 2 and 5 of Article 19 of these Articles of Incorporation.
3. When amendments (excluding minor changes) are to be made relating to the items enumerated in Paragraph 1 of Article 11 of the Act on Authorisation of Public Interest Incorporated Associations and Public Interest Incorporated Foundations (the Act No. 49, 2006) (hereafter "the Act on Authorisation"), then approval must be obtained from the administrative agency.
4. Amendments made according to Items 1 through 4 of Paragraph 1 of Article 13 of the Act on Authorisation shall be notified to the administrative agency without delay.

(Dissolution)

Article 59

This Institute shall be dissolved if due to a loss of Basic Funds it becomes unable to fulfill the purpose of the Institute, or for other reasons under Article 202 of the Corporation Act.

(Donations upon cancellation of the authorisation as a public interest corporation, etc.)

Article 60

In the case that the Institute has its authorisation as a public interest corporation cancelled or is dissolved due to a merger (except for when the rights and obligations of the Institute are succeeded by a public interest corporation), then by a three quarter majority of the votes of the Trustees at the meeting of the Board of Trustees, excluding those who have a special interest, property in the amount equivalent to the balance of the assets acquired for public interest purposes shall, within one month of the day of the said cancellation of authorisation as a public interest corporation or of the day of the said merger, be donated to a corporation enumerated in Item 17 of Article 5 of the Act on Authorisation or a national or local government.

(Attribution of residual assets)

Article 61

The residual assets at the time of the liquidation of the Institute shall, by a three quarter majority of the votes of the Trustees at the meeting of the Board of Trustees, excluding those who have a special interest, be donated to a corporation enumerated in Item 17 of Article 5 of the Act on Authorisation or a national or local government.

Chapter 11 Method of Public Notice

(Method of Public Notice)

Article 62

1. Any public notice of the Institute shall be made by electronic means.
2. In the case that a public notice cannot be made by electronic means in the preceding paragraph due to an accident or other unavoidable reason, then the public notice shall be made through publication in the official gazette.

Chapter 12 Other Issues

(Delegation)

Article 63

Apart from the items stipulated in these Articles of Incorporation, necessary matters relating to the operation of the Institute shall be decided by the Chair of the Board of Directors upon a resolution of the Board of Directors.

Supplementary provisions

1. These Articles shall become effective from the day of the registration as a public interest corporation as determined by Paragraph 1 of Article 106 of the Revision Act.
2. When the dissolution of special civil corporation and the establishment of the public interest corporation are registered in accordance with Paragraph 1 of Article 106 of the Revising Act (hereinafter "registration for transition"), notwithstanding the provisions of Article 17 hereof, the final day of the then current business year shall be the day before the date of registration of the dissolution, and the first day of the subsequent business year shall be the day of registration of the establishment.
3. The term of office for the Directors of the special civil corporation shall be terminated at the time of registration for transition, notwithstanding the provisions in Article 22 of the Articles of Association of IGES.
4. The Directors and Auditors of the Institute at the time of registration of the establishment shall be as follows:
 - Directors – William Glanville, Hironori Hamanaka, Hideyuki Mori, Ikufumi Niimi, Mikio Shoji, Kazuhiko Takeuchi
 - Auditors – Ken Hasegawa, Satoshi Okada
5. The first Representative Director of the Institute shall be Hironori Hamanaka, and the Operating Director shall be Hideyuki Mori.
6. The first Trustees of the Institute shall be as follows:
 - Keith Bezanson, Charmine Koda, Shuzo Nishioka, Yasuhiko Okada, Tongroj Onchan, Takejiro Sueyoshi, Abdul Hamid Zakri



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