

IGES strategic program for the second phase (draft)

IGES Program Planning Group (PPG)

June 1, 2000

The Boards of Directors and Trustees approved, in February 2000, the establishment of a Program Planning Group (PPG) which consists of the Directors, Trustees and others appointed by the Chair of the Board of Directors. PPG is mandated to draft the IGES research program for the second phase, taking further internationalization of IGES into full consideration.

On April 11, 2000, the 1st PPG meeting discussed the document entitled “Items and contents to be included in the draft IGES strategic program for the second phase and beyond (tentative name) (IGES/PPG/FY2000/1)”. Consequently, the document entitled “ IGES strategic program for the second phase (1st draft) (IGES/PPG/FY2000/1/Rev1)” was prepared based on the discussion on IGES/PPG/FY2000/1 at the 1st PPG meeting and the comments given to the meeting by absent members.

On May 23, 2000, the 2nd PPG meeting discussed and reviewed the document (IGES/PPG/FY2000/1/Rev1). This document (IGES/PPG/FY2000/1/Rev2) has been prepared based on the discussion on IGES/PPG/FY2000/Rev1 at the 2nd PPG meeting and the comments given to the meeting by absent members.

As agreed at the last Board meeting, all Directors and Trustees are now invited to provide their comments on this document (IGES/PPG/FY2000/1/Rev2) by June 15, 2000. The comments given to the secretariat will be collated, compiled and submitted to the meeting of the Board of Directors on June 23, 2000. It will be asked to provide guidance for further steps to be taken regarding preparations for the second phase program.

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IGES strategic program for the second phase (draft)

June 1, 2000

I. Strategic Position of IGES

1. The Institute for Global Environmental Strategies (IGES) is an independent, non-governmental and interdisciplinary research organization with an international character. IGES strives to carry out policy oriented research and related activities to develop and formulate innovative policy instruments and environmental strategies for sustainable development (“strategic research”) and to make the results of the strategic research applicable for policies and decisions made by a broad range of stakeholders. IGES puts its focus on sustainable development in the Asia-Pacific region, because of the region’s significance in terms of population and potential economic growth as well as the geographical location of IGES.
2. For this purpose, IGES has created a research system in which IGES research staff members conduct core strategic research activities in collaboration with research institutes both in Japan and abroad. It collects and analyzes information on current and future environmental and related issues and identifies their fundamental causes and challenges. IGES develops and proposes new policy options so that policy-makers and other stakeholders can take appropriate action for improvement. The outputs of the strategic research must be usable and useful for a variety of stakeholders including policy-makers. It needs to be action-oriented and tailor-made to the needs of their users.
3. IGES must carry out its research and other programs in the context of international environmental policy development so that the research output gains credibility and can be accepted globally, in particular in the Asia-Pacific region. IGES should strive to link its activities with international programs, such as those of IPCC, IHDP, IGBP and APN.
4. IGES should avoid being isolated from global environmental policy development, and should be involved in critically important international processes for policy building such as those in UN organizations. UN/CSD is mandated to monitor and report on implementation of the Earth Summit agreements at various levels with a view to completing a 10-year comprehensive review in the year 2002. Research institutes throughout the world which aim for a realization of sustainable development are being involved with the process of CSD in

various ways. UNFCCC/COP meetings signal the research directions of urgent policy needs, such as detailed designing of the Kyoto Mechanisms. The up-coming creation of a United Nations Forest Forum (UNFF) will stimulate the research community to explore appropriate options regarding future international instruments for forest conservation. Research activities of IGES must properly address new research needs created by such policy developments.

5. IGES also needs to be highly sensitive and proactive to meet international needs and demands which can be identified, for instance, in regard to Rio+10 and its associated processes such as the ECO ASIA 2000 Meeting and the ESCAP Ministerial Meeting on Environment and Development in September 2000. The second phase (FY2001-FY2003) should target the Rio+10 UN Conference in the year 2002 and its follow-ups. It is expected that some IGES activities in the year 2003 and beyond should be planned and implemented to respond to a set of subjects which the international community finds the most important in the year 2002. It is also desirable that IGES will prepare and release for the Rio+10 Conference, a policy paper on Asian concerns and environmental challenges, based on the achievements of IGES research activities in the first phase (FY1998-FY2000).
6. IGES makes suggestions for practical policy measures in full consideration of the roles and mandates of governments, international organizations, industry, NGOs and other sectors. Input to research activities from those entities is critically important for IGES to be beneficial for and influential on them. IGES disseminates its research outputs to target groups through the capacity building and communication programs and provides information to the public, using a home page, newsletter and other media.
7. For further internationalization of IGES in the second phase, it should recruit qualified researchers regardless of their national origins. It is expected that more non-Japanese researchers will be employed. Strategic research projects in the second phase need to put their priority on enhanced cooperation with overseas research institutes including signatory organizations.
8. Funds should be sought from outside organizations both in Japan and abroad, including UN and other international funding organizations,. These would be in addition to the funds currently provided by the Environment Agency of Japan, the Kanagawa Prefectural Government and the Kitakyushu Municipal Government. Contributions from outside Japan could be in the form of a joint project, a research network of projects or in-kind provision to

an activity of a project, e.g., for co-organizing workshops.

II. Directions and Priorities of Strategic Research Projects

General

9. Strategic research projects in the second phase should address emerging policy needs. They should be based on the intellectual assets and experiences gained in the first phase. The current research implementation system within IGES should also be improved.
10. It is also important to watch out for and analyze present key environmental issues, particularly in the Asia-Pacific region. A broad context of sustainable development, equity and poverty issues should be covered.
11. The diverse nature of the Asia-Pacific region necessitates that planning and implementation of strategic research projects incorporate the needs felt at a sub-regional level. Existing sub-regional cooperation of ASEAN, NEASPEC, SACEP, SPREP and MRC provide some insights for designing a sub-regional approach to be taken by strategic research projects. Social, economic and cultural differences in the Asia-Pacific region should also be taken into account in such planning and implementation.
12. Comparative strength should be sought through devising innovative methods of fact-finding, or interlinking and analyzing seemingly different issues, for instance, GHG emissions and water resources.
13. It is meaningful to carry out a timely synthesis of selected existing research results in and out of IGES or to re-package them for IGES's clients. IGES strategic research projects should be encouraged to engage in such activities because many clients, especially in the policy making communities, have an interest in synthesized or re-packaged products. To carry out such activities effectively and comprehensively, it is advisable for a new office or task force with a clear mandate and high level management to be formed at IGES in the second phase. Such an office and task force would also contribute to ensuring IGES relevance to emerging international policy needs and to enhancing its research on cross-cutting and multi-sectoral issues.
14. It is essential to increase the research capacity of IGES by improving the research

methodology and enhancing the qualifications of research staff. Moreover, joint research projects with other research institutes should be encouraged in the second phase. The core activities of strategic research projects should be carried out by the IGES research staff, in partnership with signatory and other institutes. Further implementation of a program to carry out an exchange of visiting researchers with those institutes is advisable. Postgraduate students and postdoctoral fellows both in Japan and abroad will be encouraged to take part as interns in different phases of research projects. Existing internship and capacity building programs, for example, LEAD and AIESEC will assist IGES in finding appropriate interns.

15. The experience gained in the first phase suggests some improvement needed for the research implementation system at IGES. For example, part-time occupation of project leaders has caused inefficient implementation of a research project and insufficient inter- and intra-project communication. Full-time availability and presence of a project leader or a person appointed as “project manager” in his/her place is desirable for strategic research projects to be implemented successfully in the second phase.

16. Regarding the “strategic position of IGES” and several points mentioned above, the following criteria would apply to the formulation of strategic research projects in the second phase. The list does not necessarily indicate any order of priority.
 - 1) Policy relevance and practicality
 - 2) Needs- or demand- driven or problem-oriented
 - 3) Sharp focus and clearly identified target groups
 - 4) Input from and participation of relevant stakeholders
 - 5) Priority given to the Asia-Pacific region, taking into account specific features of different sub-regions in the region
 - 6) Importance of international policy development, for instance Rio + 10
 - 7) Linkage with other international programmes, such as IPCC, IHDP, IGBP and APN, as well as collaboration with signatory and other research institutes with common interests.
 - 8) Availability of a full-time project leader or research manager
 - 9) Participation of international research talent

17. In the second phase, IGES will differentiate strategic research projects, by characterizing some major projects as so-called flagships and some smaller ones with less of a budget. In addition, some research projects could be shorter than three years, depending on their objective and needs.

18. A detailed plan of strategic research projects in the second phase should be worked out as soon as possible after the Board of Directors approves the directions and priorities described in the “IGES strategic program for the second phase”. The plan will be outlined in accordance with the items proposed in Annex 1, which conform to the criteria under paragraph 16.

Strategic Research Projects in the First Phase and Their Modification

19. The six strategic research projects implemented over the last two years of the first phase achieved considerable progress and are generally moving steadily towards proposing policy options for global environmental management. IGES is putting together a synthesis of the strategic research projects in the first phase. It will present some of its achievements to policy-makers in the Asia-Pacific region, who are to participate in ECO ASIA 2000 and ESCAP Ministerial Meeting on Environment and Development, both scheduled to be held in September 2000, Kitakyushu City, Japan. Final performance evaluation of six strategic research projects is to be completed by the beginning of 2001, following the interim self-evaluation made in January 2000.
20. Intellectual assets and experience gained through the implementation of six strategic research projects of the first phase should be transferred substantively to the second phase projects as appropriate. The six strategic research projects in the first phase will be carried over into the second phase either by modifying them into more sharply focused strategic research projects or by integrating them with other types of IGES programs such as communication and capacity building.
21. The strategic research projects on Climate Change, Urban Environmental Management and Forest Conservation could be continued in the second phase. However, they need to appropriately modify objectives, methodology and/or expected outputs in light of emerging policy needs. It is necessary to be more concrete and specific in terms of research outputs, approaches and methods and more aggressive in releasing outputs to outreach stakeholders with a clear dissemination strategy. The criteria mentioned in paragraph 16 should be fully taken into account in drafting a specific research plan.
22. Environmental Education Project may be more effectively carried out as communication and/or capacity building activities by providing education materials and media to specific target groups based on the experience and achievements in the first phase. Environmental

Governance Project and New Development Patterns Project should be more focused on concrete subjects and urgent policy agenda in the second phase. Alternatively, other strategic research projects could incorporate a component of environmental governance and a concept of new development patterns into their research agenda.

23. Climate Change Project released the technical outputs on baseline setting, CDM and AIJ in many workshops and meetings including the side-events at COP4 and COP5. It is expected that several important technical proposals will be made regarding the Kyoto Mechanism in preparation for the COP6 in November 2000. In the second phase, the project could change its title to “Climate Policy Project” to make it clear that the project deals with a policy side of the climate change issues. It would not only deal with designing issues of the Kyoto Mechanism still under consideration and other technical issues remaining after COP6 but also explore policies for formulating domestic mitigation and/or adaptation strategies in Asia. After the COP6, and under the Kyoto Protocol, domestic measures to mitigate GHG emissions in the Annex I countries will be one of the top-priorities in national policies of the Annex I countries. IGES could contribute to the process for formulating national climate strategies in a context of sustainable development not only for Japan but also for other Asian countries. Such formulation of strategies would take energy and other resource policies into consideration and needs to be linked with the international measures to be introduced under the Kyoto Mechanisms, e.g., Emissions Trading and Clean Development Mechanism. The project has a promising collaboration potential with research institutes in Asia including Tata Energy Research Institute as well as those outside Asia such as the Potsdam Institute for Climate Impact Research and the Wuppertal Institute for Climate, Environment and Energy. It would also have a research linkage with the IHDP/IDGEC program on the “Institutional Dimensions of Carbon Management”. Moreover, the project is very supportive to the Technical Support Unit hosted by IGES for the IPCC GHG Inventories Program, especially if it undertakes a task to collect and compile the data and methods in Asia for estimating CO₂ sinks.

24. Urban Environmental Management Project will complete the reports of the case studies on urbanization and environmental problems in eight cities in Asia by March 2001. Through analysis of the case studies, a research report will also be prepared on themes that are common to the eight cities. Building on the achievements in the first phase, the UE project could address several key aspects essential to the realization of better urban environment. Comprehensive strategies of Asian cities are urgently needed for industrial transformation (e.g., sustainable production and consumption, utilization of new technologies, lifestyle and

value changes), environmentally sound mobility and transportation, ecologically efficient use of energy, water and other resources and improved environmental governance. A variety of instruments and programs to overcome main barriers, including innovative ways to finance infrastructure building, needs to be presented by the project to stakeholders engaged in urban environmental management. There should be a stronger information networking of know-how, technologies and eco-efficient projects among cities including those studied in the first phase and those participating in the ICLEI activities. Although there are a number of key factors essential to better urban environment, priority needs to be clearly set among the themes mentioned above because of limited financial and human resources. The project would have research linkage with the IHDP Industrial Transformation Project.

25. Forest Conservation Project could be extended to the second phase because of the increased global importance of forests in terms of bio-diversity and carbon sequestration. An international debate on legal instruments and supportive measures for forests strongly requests the continuation of FC Project. FC project is expected to formulate the “Strategies for Forest Conservation in Asia” as an output in the first phase. Four sub-projects in the first phase need to be critically reviewed in terms of adequacy of policy analysis. FC Project might be restructured with a central research axis and two supporting research areas. For instance, exploration of guidelines for the “Strategies for Forest Conservation in Asia” with participation of stakeholders in relevant countries could be a central research theme. Policy analysis of improved participatory management and trade-forest conservation interactions would be supporting research areas to the central theme. The project would have research linkage with the IHDP/IDGEC program on the “ Political Economy of Tropical and Boreal Forests”.
26. Environmental Education Project has compiled a draft report entitled “ Environmental Education in the Asia and Pacific Region: Status, Issues and Practices” based on 36 country reports on environmental education. It has also prepared the draft regional strategy for environmental education, which is designed to be a basis for developing national strategy for environmental education. Environmental education is very important in raising public awareness of environmental conservation and sustainability and strengthening environmental components in a number of sector’s activities. The nature and role of environmental education is such that it might be more effectively carried out if the project operates as a part of communication and/or capacity building activities. These activities would enhance various sectors’ awareness by providing adequate educational materials and media to specific target groups based on the experience and achievements in the first phase.

27. Environmental Governance Project and New Development Patterns Project are strategic research projects cutting across various themes. In the first phase, EG Project has conducted a comparative study in selected Asian countries and produced a report on the environmental governance in those countries. The project has also completed a report on the environmental conservation activities of Japanese companies. NDP Project published a report on ideas for new development patterns in the 21st century and is preparing an IGES paper on environmental strategies for the ECO ASIA 2000 Meeting and the ESCAP Ministerial Meeting on Environment and Development. In the second phase, they should be more focussed on concrete subjects and urgent policy agenda. Alternatively, other strategic research projects could incorporate components of environmental governance and a concept of new development patterns into the research agenda. As there are barriers and obstacles in many countries to implementing specific environmental policies for climate change and urban environmental management, it is timely and significant to find appropriate governance solutions for them. In so doing, it may be advisable to suggest an investigation into possible applications of policy tools including economic instruments such as environmental tax and voluntary approaches by the business sector. NDP Project should become more selective in its research agenda and only deal with promising subjects in order to attain its original objectives. Among others, zero emission initiatives, sustainable patterns of production and consumption, and/or development of information technology and its impact on the environment could be priority research agenda.

New Strategic Research Projects in the Second Phase

28. A few strategic research projects on a completely new theme could be initiated. Several ideas for new IGES strategic research projects in the second phase are listed below. Research projects a), b), c) and d) described below have comparatively high priorities and other research themes listed in e) deserve attention.

a) Research project on environmental initiatives in the private sector

A bottom-up approach to integrate an environmental component into business management as seen in ISO 14000 series is currently being employed globally. This is in contrast to a top-down approach in command- and control- measures for the business sector. With the great potential for economic growth in the Asia-Pacific region, it is also critical for the private sector in the region to attach further importance to such a new initiative for solving national and international environmental problems. The proposed

project analyzes and evaluates a number of voluntary environmental initiatives in the private sector, e.g., environmental accounting, environmental reporting and environmental information release, with a view to accelerating and spreading these environmentally sound business practices. It aims further to find ways and means to facilitate those voluntary private-sector initiatives for realizing an environmentally sound society in the Asia-Pacific region. The project is expected to collaborate with domestic and overseas corporations and their groups which are engaged in notable and promising business activities in the field of environment.

b) Research project on information technology

The use of information technology such as computers, communication equipment and the Internet is growing globally in particular since the early 1990s. The Asia-Pacific region is no exception to this trend. Present information technology brings with it two different aspects regarding the environment. An environmentally favorable aspect may be in the form of saving of energy and other resources through efficient information flows and communication within and across borders. However, an environmentally unfavorable aspect may result from the acceleration of entire economic activities through high-speed information access and exchange as well as from the consumption of energy and other resources for computer use and network infrastructure building. The proposed project analyzes and assesses potentially positive and negative impacts of information technology development on the environment. It also discusses and presents a new vision of environmentally-sound information technology for business activities in the 21st century. The project is also expected to collaborate with corporations and/or institutes engaged in relevant research at home and abroad.

c) Research project on redirection of external aid to environmental purposes

A considerable amount of external aid from developed countries including Japanese ODA has been provided to countries in Asia. The proposed project identifies and suggests ways and means to expand external aid of governments, international organizations and the private sector to sustainable development and poverty eradication in developing countries and to make it more environmentally friendly. Developing countries are faced with environmental degradation partly because of massive poverty leading to deforestation, desertification and rural-urban migration and partly because of a lack of infrastructure. There is also increased pollution resulting from economic development. The project could be initiated by holding a workshop where domestic and international aid organizations and other stakeholders share experiences and identify

research agenda. IGES would invite those organizations and other stakeholders to participate in the project implementation for its success. Since high priority is not usually given to environmental conservation projects in developing countries, compilation of data and information of promising projects for a specific recipient country could be an initial subject for research. Such data and information would also be useful for stakeholders engaged in official development assistance. As part of this research project, local capacity building in developing countries might be considered so that they can exercise project choices which are environmentally friendly.

d) Research project on fresh water resources in Asia

Fresh water resources are limited in quantity and unevenly distributed geographically. In the Asia-Pacific region where increased economic growth and rapid urbanization are taking place, wise use of fresh water resources is extremely important for sustainable development in the region. The proposed project covers governance-related issues of fresh water resources, such as water pricing and management structure in coordination with forest and land use policies. It also deals with water demand issues closely related to economic development as well as technology-related issues such as efficient fresh water use. It conducts research focused on not only water quantity issues but also water quality issues in selected Asian countries in collaboration with interested research institutes in Asia. Other research institutes outside Asia will also be invited to participate in the project through provision of relevant information/ data and models to be applied. As a number of research institutes around the world are conducting research projects related to fresh water, IGES should deliberately examine the research objective and target groups. The project might find its comparative strength in analyzing the possible inter-linkage between global warming and fresh water resources

e) Other research themes deserving attention

- 1) Market-based policy measures for environmental conservation;
- 2) Indicators for evaluating environmental performance;
- 3) Natural resource accounting;
- 4) Environment-focused investment (policy options development and quantitative analysis by modeling approach);
- 5) Poverty, population and environment;
- 6) Eco-efficiency in Asian countries;
- 7) Scenario building to identify future environmental barriers and challenges through integration of various research outputs;

- 8) Millennium Ecosystem Assessment planned and proposed by WRI;
- 9) ASEAN Free Trade Zone and the environment;
- 10) Promoting sub-regional cooperation toward more efficient environmental conservation in Northeast Asia, Continental Southeast Asia and South Asia

The research themes, 1), 2) and 3) mentioned above could form one research project called “policy tools development” which would cover the three themes and other similar themes. The focus of theme 6) eco-efficiency in Asian countries is indispensable to both the Climate Change Project and Urban Environmental Management Project.

- 29. As mentioned in Paragraph 13, a new office or task force newly established at IGES would play a central role to present a timely synthesis of existing research results in and out of IGES and re-package them to a targeted audience. It should also function to analyze and assess cross-cutting issues which are covered by different research projects, for instance, technology transfer and finance.
- 30. An international research network of institutes (IGES, Sino-Japan Friendship Center for Environmental Protection, Tata Energy Research Institute, Wuppertal Institute for Climate, Environment and Energy, World Resources Institute and many other signatory institutes) would be developed and strengthened. These institutes are strongly engaged in the following areas:
 - international comparative analysis of implementation strategies
 - analysis of successful instruments, programs and projects in the world for environmental and climate protection, in particular
 - broadening national and international political agenda by scenario analysis (comparing e.g. “business-as-usual” with alternative paths of climate protection and risk-minimization)
- 31. It is worth while initiating activities which reflect the priorities and concerns of local governments in Japan and contribute to sustainable development in the Asia-Pacific region. Kitakyushu Municipal Government is positively interested in urban environmental management, environmentally friendly industry transformation and inter-city environmental cooperation. Hyogo Prefectural Government is interested in business sector initiatives for environmental conservation. Kanagawa Prefectural Government has been conducting local training programs for environmental pollution control in Asian countries, in particular Thailand and Vietnam. Those priorities and concerns will combine with Urban Environmental Management Project or the proposed projects on environmental initiatives in

the private sector, and information technology and environment, or the capacity building program in the second phase.

32. In order to initiate new research fields, to enhance the international reputation of IGES and to attract young researchers, an open call for proposals for one new strategic research project at IGES within the specified ceiling of project budget and time duration might be considered. The invitation could be addressed to international research groups with young researchers. It should be decided in advance whether the invitation is completely open regarding the project theme or whether it should be narrowed to specific research areas. The invitation should be published in various international journals, such as Nature, Science, the IHDP-Newsletter.

III. Communication and Capacity Building Program in the Second Phase

Communication

33. The results of IGES's research activities should be disseminated in an appropriate time and form to different clients, including decision- makers. For this purpose IGES will utilize the mass media, as well as a home page on the Internet, newsletters, press releases, peer-reviewed journals, books, discussion papers and other publications. The highlights of IGES activities should be disseminated periodically in Japanese and English. In this connection, a publication policy including a peer review system and protection of the copyright and other intellectual property rights should be set out for IGES publications such as books, reports, working documents, journals, newsletters and the information via the Internet.
34. A communication and outreach office should be newly created at IGES to collect, compile and communicate research and other outputs, and to further their liaisons with actual action by stakeholders. Annotated research summary for press-releasing would also be prepared by the office in cooperation with IGES researchers.
35. The working languages of IGES are Japanese and English, but other languages of the Asia-Pacific region will also be used in the dissemination process if necessary. IGES should try to use terminology which is understandable to decision-makers and other targeted groups.
36. The information collected in the first phase is expected to partly constitute a future database

on environmental issues in Asia-Pacific region. Such a database will be constructed in the second phase and systematically managed with up-dated information on environment, development and other related issues in Asia. An environmental report comprising key findings in the database will be published periodically.

37. The existing database on researchers engaged in global environment issues will be expanded. In addition, a new system to search and collect research results and statistical data will be developed in the second phase, in collaboration with existing information network systems such as CIESIN operated by Columbia University. The new system is expected to be useful for facilitating research activities of IGES and contribute to the activities of research institutes, government organizations, enterprises and NGOs.

Capacity building

38. IGES builds on the output of strategic research to strengthen capacity building systems, by developing eLearning training systems, and by organizing and participating in face-to-face training workshops. These training systems and workshops should have a clear idea of their target group and they should address the needs and opportunities of the Asia-Pacific region. In carrying out the capacity building program, IGES will cooperate with UNITAR, UNDP, ADB, UNEP, ESCAP, LEAD, JICA and Japanese local governments.
39. IGES capacity building program works with and supports other IGES research activities. Among others, IGES eLearning systems will be one focus of IGES capacity building program. The extent to which IGES eLearning systems are used can be seen as a benchmark to assess the impact and progress of IGES activities as a whole. IGES eLearning systems might generate additional revenue streams to support IGES activities.
40. The accumulated expertise of research staff members and the growing partnership with collaborative research institutes are valuable assets to IGES. It should contribute to the planning and implementation of international education and training programs by making the best use of intellectual resources. Therefore, it is recommended that IGES formulate and implement, either partly or wholly, environment-related training programs commissioned by JICA.

IV. Further Internationalization of IGES

41. The feasibility of further internationalization of IGES depends on the performance and achievements of its activities in the first and second phase. Efforts should be made for the further internationalization of IGES, taking into account the following points while exchanging opinions and views with signatory governmental organizations and other concerned organizations.
- International strategic research partnership with other research institutes will assist IGES in carrying out substantive research, and also in creating an atmosphere of international character
 - A greater degree of internationalization regarding research, in terms of research objectives, methodology and staff, is required. This would enhance confidence in IGES.
42. In addition to the funds currently provided, ways to raise more funds from outside organizations, including UN and other international funding organizations, should be explored. These could include co-financing a joint project and a research network of projects, or co-organizing workshops.
43. Internationalization of IGES strategic programs will be pursued in the second phase through recruitment of international research staff and undertaking of collaborative research with overseas institutes.
44. Institutional internationalization of IGES should be realized as early as possible in the third phase and the necessary preparatory work should start in the second phase. It is desirable that this schedule should be internationally understood in and out of IGES. The Rio+10 may be a good opportunity to have this idea understood by the international community.

Annex 1: Items for Outlining Strategic Research Projects in the Second Phase

✓ The items below are proposed to correspond to the criteria under paragraph 16. It is crucial to identify research needs and to determine research methodology.

- Project Theme
- Background (Research Needs)
- Objectives (Policy relevance and practicality)
- Target Groups
- Expected Policy Impact on Stakeholders
- Methodology/Schedule
- In-house Staffing and External Collaboration and Organizations
- Project Management
- Linkage with International Programs
- Expected External Fund

Annex 2: Brief History of IGES

1. The idea of IGES was created based on a proposal in 1995 of the Advisory Council to the Prime Minister of Japan. After a one year scheme to study the organization and research strategy of IGES, a preparatory organization was established in April 1997. In December 1997, the Charter for the Establishment of the Institute for Global Environmental Strategies (IGES) was signed in Kyoto by 10 national administrative organizations, 3 international organizations and 17 research and academic institutions. Thereafter, one international organization and 4 research and academic institutions became the signatory organizations of the Charter.
2. Based on the Charter signed by those organizations, IGES was established as a not-for-profit organization authorized by the Prime Minister under the Civil Code of Japan on March 31, 1998. In April 1998, it initiated five strategic research projects in the first phase (FY 1998-FY 2000) at the Shonan Village Center, Kanagawa Prefecture. The five strategic projects cover research themes on Climate Change, Urban Environmental Management, Forest Conservation, Environmental Education and Environmental Governance. These research themes were selected as a result of consultation with eminent environmental researchers and research organizations in Asia during the preparatory stage in 1997. Later in 1998, a sixth project called New Development Patterns was added to deal with cross-cutting issues for environmentally sound socioeconomic systems. The output from projects in the first phase will be released and published when they become available in FY 2000.
3. In order to support the activities of IGES financially, the Environment Agency, Government of Japan allocates 500 million yen annually for all activities. The Kanagawa Prefectural Government donated 200 million yen as an endowment fund (half of which was a subsidy to the Kanagawa Prefectural Government by the Environment Agency). The Kanagawa Prefectural Government also covers the office rent at the Shonan Village Center and provides IGES with business-subsidiary fund, both of which amount to approximately 200 million yen annually.
4. The Technical Support Unit (TSU), based on the IPCC decision at its plenary meeting in October 1998, was set up and began full operations at IGES from October 1999. TSU supports the Task Force for the IPCC National Greenhouse Gas Inventories Program. Furthermore, the IGES Kitakyushu Office was opened, in October 1999, in Kokura-Kita Ward of Kitakyushu City, with a special fund provided by the Kitakyushu Municipal Government for the operation of the Office. Meanwhile, the Kanagawa Prefectural Government is scheduled to complete an institute building for the exclusive use of IGES in early FY 2002 in an area of the Shonan Village.