

FY2015 Business Report

2015 年度事業報告

Institute for Global Environmental Strategies

FY2015 BUSINESS REPORT

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FY2015 Business Report

1. INTRODUCTION

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

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

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

The remainder of this Report presents highlights of impact generation in FY2015, major achievements in strategic research by each Area as well as in strategic operations by the PMO. It also includes major achievements in management by the Secretariat. Details of activities are included in the annex.

2. FY2015 HIGHLIGHTS OF IMPACT GENERATION

The ultimate objective of IGES as an Agent of Change in its ISRP6 is impact generation. With continued discussion and efforts within IGES and with key partner organisations and targeted stakeholders, there have been more cases taking shape of impacts generated or induced by IGES. Accumulated experience on impact generation is expected to guide IGES in improving the design and implementation of strategic research and operation activities for the rest of the ISRP6 and beyond.

Highlights of the impacts observed in FY2015 are presented below in several different categories: (i) through proposals for improved policies, planning and practices through publications and other means; (ii) through provision of sound guidelines; (iii) through provision of tools; (iv) through network operations and engaging with target stakeholders; and (v) through pilot projects.

2.1. Selected impacts from strategic research and operations

Impacts through proposals for improved policies, planning and practices through publications and other means

- **IGES book entitled *Achieving the Sustainable Development Goals: From Agenda to Action* recommends governance reforms needed to achieve the Sustainable Development Goals (SDGs)**

IGES published a book entitled *Achieving the Sustainable Development Goals: From Agenda to Action*. A review from the website 17goals.org (an initiative of over 20 universities, companies, Non-Governmental Organisations (NGOs), and experts for SDGs implementation) suggests that the book “offers an excellent and concise learning reference for the why the SDGs exist, how they evolved, and how governments need to adjust course...to tackle them.” Outreach activities following the book’s publication led to training opportunities with Hitachi, Ltd.; capacity building activities with the Cambodian government and United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP); presentations for the Shanghai Academy of Social Sciences; collaborative research with Southern Illinois University; and possible follow-up work on national readiness for SDG implementation with Japan International Cooperation Agency (JICA).

- **Contribution to the discussion over the long-term negative impacts from coal-fired power plants on climate policy**

Japan developed plans to increase coal-fired power plants, and IGES conducted and published a study on their negative impacts on the achievement of Japan's Intended Nationally Determined Contribution (INDC) – 26% emissions reduction by 2030 against 2013 levels – as well as the long-term goal of 80% emissions reduction by 2050, which is inscribed in the Cabinet-approved Basic Environment Plan. The paper pointed out that such construction plans made it difficult to achieve both mid- and long-term emission reduction targets. A summary of the paper was made by the Ministry of the Environment Japan (MOEJ) and circulated within the ministry. Comments by an IGES researcher were featured in a major newspaper article (Mainichi Shimbun). IGES also received inquiries from the media including Reuters and Japan Broadcasting Corporation (NHK), and contributed to a special NHK documentary programme on the 21st Session of the Conference of the Parties (COP21). This report was also internationally circulated through the Open Climate Network led by the World Resources Institute (WRI).

- **Resource Efficiency Agenda mainstreamed in the international community**

Resource efficiency has been a key issue in decoupling improvement of well-being from material consumption. IGES has supported MOEJ over the years, and this issue has developed into one of the most significant sustainability issues in the international community such as United Nations Environment Programme (UNEP) International Resource Panel, Organisation for Economic Co-operation and Development (OECD) and SDGs, and was one of the key sustainability themes at the Group of 7 (G7) summit and G7 Toyama Environment Ministers' Meeting (EMM) held in May 2016 in Japan. Under Japan's G7 Presidency, IGES co-organised both a senior officials level meeting of G7 Alliance on Resource Efficiency and a public-open seminar on resource efficiency agenda in Japan. IGES assisted MOEJ to develop a background paper and draft outcome documents on resource efficiency agenda for G7 Toyama EMM. In the process, IGES has published a policy brief on resource efficiency policy in European Union (EU) with recommendations to Japan to focus more on collaboration between manufacturing industries and recycling industries and addressing upstream issues such as design for material efficiency. The policy brief was featured in a top article of Japan Environment News (Kankyo Shimbun) in November 2015.

- **IGES integral to launching innovative Asia Pacific Clean Air Partnership (APCAP), providing policymakers with an authoritative voice on air pollution**

IGES researchers are playing a key role in collaboration between the APCAP science panel and the Climate and Clean Air Coalition to Reduce Short-Lived Climate Pollutants (CCAC) on a regional assessment of atmospheric pollution in Asia. IGES has also worked with Clean Air Asia to publish a Guidance Framework for Urban Air Quality Management in Asia that will extend capacity building activities throughout Northeast and Southeast China in 2016.

- **Four Asian Cities developed the local resilience city plans with support from IGES**

As recently reaffirmed by the Sendai Framework for Disaster Risk Reduction, building resilient cities is urgently needed to face climate change and associated natural disasters. Working in line with this framework, Kitakyushu Urban Centre (KUC) provided technical assistance and capacity building opportunities to four Asian cities, namely Cebu (Philippines), Nonthaburi (Thailand), Ho Chi Minh City (Viet Nam) and Shanghai (China) to develop their local resilient plans in partnership with academic, private and citizen groups. The plans of Cebu and Nonthaburi, including both adaptation and mitigation measures, were officially approved by the respective city councils. Cebu has issued a city order to allocate 5% of the annual council budget for implementation. The actions and experience of these cities have been recognised as good practices at national and international levels. For example, Nonthaburi City was invited by ICLEI-Local Governments for Sustainability (ICLEI)-South Asia to share its experience at the Asia-Pacific Resilient Forum (2015). This study was conducted under the Environment Research and Technology Development Fund (1-1304) of the MOEJ.

- **Five cities developed municipal solid waste management plans/strategies to reduce Short-Lived Climate Pollutants (SLCPs) with IGES**

Management of increasing waste volume is a common concern in growing Asian cities. Integrated Solid Waste Management (ISWM) strategies which encourage waste reduction at source rather than later at the end-of-cycle are needed to reduce landfilled waste, open burning, increase income and reduce resource use, and improve the environment in cities. ISWM strategies can also contribute to the reduction of the emission of SLCPs. KUC, in collaboration with the CCAC and JICA assisted four Asian cities (Cebu (Philippines), Surabaya (Indonesia), Rayong City and Map Ta Phut (Thailand)) and one African city Nairobi (Kenya) in developing ISWM plans/strategies based on their local conditions. In

Cebu, the proposed Municipal Solid Waste Management (MSWM) plan and strategies were integrated into the city's 10-year solid waste management plan which started in 2013. Based on the plan, the city established material recovery facilities and composting in barangays and achieved 30% waste reduction target in 2015 when compared to the 2010 baseline. National governments of the pilot cities where initial work has been completed (Philippines, Indonesia and Kenya; Thai cities are still undertaking initial work) have shown great interest in scaling-up the activities in other cities with the technical assistance of KUC.

Impacts through provision of sound guidelines

- **Guide published to help policymakers in implementing Sustainable Consumption Policy**

IGES developed UNEP's *Sustainable Consumption Guide for Policymakers*, a major resource pack of 10-Year Framework of Programmes (10YFP) launched in June 2015 to clarify some of the most common myths surrounding sustainable consumption and provide practical guidance for developing sustainable consumption policies in Asia.

- **Contributed to development of Reduction of Emissions from Deforestation and Forest Degradation, and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks (REDD+) Guidelines for the Joint Crediting Mechanism (JCM)**

REDD+, which under the United Nations Framework Convention on Climate Change (UNFCCC) 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 JCM; however, the JCM lacks guidelines to develop, validate and verify REDD+ projects. Through a study group launched by the government, IGES contributed to the development of the necessary guidelines, providing inputs on methodologies, safeguards, and validation and verification processes.

Impacts through provision of tools

- **IGES's green economy/green jobs assessment contributed to the roadmap and policy formation in Malaysia, Kenya and Burkina Faso**

Shifting to green economy and eradicating poverty holds the key to achieving sustainable development, and national governments are seeking policies that bring multiple benefits

including stronger economic growth and job creation. IGES provided quantitative green economy/green jobs assessment to support decision-making at the national level through policy processes of UNEP under the Partnership for Action on Green Economy (PAGE) and through International Labour Organization (ILO)'s Green Jobs project. ILO-IGES report on green jobs mapping study was used for developing relevant policies and a roadmap on green jobs in Malaysia. The Kenya Green Economy Assessment Report (UNEP, 2014) to which IGES provided technical review was referred to in the Kenya Green Economy Strategy and Implementation Plan (GESIP) adopted by the Kenyan Government in May 2015. IGES also contributed to UNEP Burkina Faso Green Economy Assessment Report which is being used as an input to the national green economy development planning process.

Impacts through network operations and engaging with target stakeholders

- **Wide media coverage of IGES regarding COP21**

IGES contributed to international and domestic discussion on climate policy before and after COP21 and succeeded in widening its domestic media coverage through publishing timely publications including an IGES Flagship Report on Climate Change, as well as holding media briefings. Such media coverage includes comments and commentaries in newspapers including Asahi Shimbun, Yomiuri Shimbun, Sankei Shimbun, Kyodo News and Seikyo Shimbun, and appearance on an NHK special documentary programme on COP21 and on an online documentary programme. These comments and commentaries largely called for prompt policy action including carbon pricing toward decarbonisation, which could set a counterargument against the status-quo approach advertised by some research groups in Japan. Key ideas proposed by the Flagship Report, such as a five-year cycle for ratcheting up climate actions, were also discussed at various international policy processes, including UNFCCC side event (June), International Forum for Sustainable Asia and the Pacific (ISAP) (July), and policy research dialogues in China and India (June and October). Collaborative research with a European research institute with possible funding from EU is being considered.

- **Supported policy recommendations from businesses to be articulated to the major decision-makers. They have contributed to Japan’s climate action plan to commit to 80% greenhouse gas emissions reduction by 2050.**

IGES has served as the secretariat of a business coalition on climate change and supported its actions. Policy recommendations on Japan’s INDC and the climate action plan were articulated, which had called for 80% reductions of greenhouse gas emissions by 2050. This was effectively delivered to the major decision-makers. Narratives on climate change from economic and business perspectives from business leaders and IGES attracted strong interest from media resulting in more than ten instances of media coverage during and after COP21. The business coalition also created partnerships with international groups such as We Mean Business (coalitions of eight major business groups that have links with more than 1,000 companies) which aims to accelerate transition to a green economy. This has increased the opportunities to participate in the international decision-making processes.

- **International Research Network for Low Carbon Societies (LCS-RNet) released its position statement for COP21**

Members of the LCS-RNet sent out the message document, “A moment of truth for climate and sustainable development”, to COP21 which was signed by 217 climate change scientists including 74 authors, chairs and co-chairs of the Intergovernmental Panel on Climate Change (IPCC), prominent development economists and five former ministers from 47 countries covering all regions (as of October 2015). This position paper illustrated the roles of scientists from various disciplines, from countries with different development stages and diverse cultures and expressed their common views on the urgent need for climate action including the enhancement of domestic policies and implementation of financial mechanisms as well as technology and development opportunities for developing countries (http://lcs-rnet.org/wp-content/uploads/2015/10/Declaration-def_rev.pdf). The position paper was cited by three French media outlets (i.e. Le Monde, Mediapart, and Libération) and uploaded onto the website of France Stratégie.

- **Improving access to experience-based adaptation knowledge for Asia-Pacific governments**

Experience-based, tacit knowledge on climate change adaptation is often hard to elicit and capture among government officials and practitioners. Through an innovative email-based discussion format introduced and led by the Regional Centre (Bangkok) (BRC), over 700

people across Asia and the Pacific gained greater access to that critical knowledge. Since FY2013, BRC introduced a new, convenient way to get government officials, fund managers and other development partners talking to each other. Ten email discussions – called the Exchange Series – have been conducted since late 2013 covering topics ranging from how national governments are integrating gender into adaptation project design to finding out the challenges city officials face in getting money for urban adaptation projects. Subscribers to the Exchange Series more than doubled from 258 in March 2014 to 786 in October 2015. Through these discussions, recognition of Asia Pacific Adaptation Network (APAN) and IGES also increased among key stakeholders as these regular discussions take place with BRC playing a leading role. (The Exchange Series is a work commissioned by the US Agency for International Development (USAID) Adapt Asia-Pacific project to support APAN and IGES BRC is the sub-contractor for the project’s knowledge management component.)

Impacts through pilot projects

- **Developed flood-hazard maps and countermeasures to improve Comprehensive Land-Use Plans (CLUPs) in the Philippines**

To develop understanding on appropriate models to support the integration of adaptation into local government planning, IGES is implementing a pilot project with four local governments – the cities of Biñan, Cabuyao and Santa Rosa, and the municipality of Silang – in the Silang-Santa Rosa Sub-Watershed, the Philippines. The local governments have used IGES technical support to develop their flood-hazard maps and countermeasures and incorporate these into their CLUPs. Project data was also incorporated in the Santa Rosa local climate change action plan.

- **IGES facilitated Indian companies to adopt low-carbon technologies**

Ten Indian companies adopted Japanese energy-efficient technologies including air compressors and steam management and control system, which will lead to Greenhouse Gas (GHG) emissions reduction. With training provided to the Indian experts/energy auditors by IGES in partnership with the Energy and Resources Institute (TERI), 13 sites are now considering to install Japanese air compressor technology under UN-GEF-SIDBI (Small Industries Development Bank in India) programme.

- **IGES helping women in Asia harness climate finance for gender responsive mitigation activities**

Out of 4,000 surveyed Clean Development Mechanism (CDM) projects, only five were recognised as bringing additional benefits to women. This is part of larger problem: women have limited access to climate finance even though they engage in many activities that emit GHGs and tend to spend money on items with wider development benefits. As part of an Asian Development Bank (ADB) project, IGES is working with SNV Netherlands Development Organisation to help women gain more access to climate finance in Southeast Asia. Through the project, IGES is helping the Gender and Children Working Group (GCWG) in Cambodia's Ministry of Agriculture, Forestry and Fisheries (MAFF) prepare proposals for climate finance. IGES is also supporting Laos Women's Union in mainstreaming gender into the Laos Climate Action Plan, and helping women acquire training to construct biodigesters and sell biogas in Viet Nam. IGES assisted the ADB in publishing capacity building materials from the project entitled *Training Manual to Support Country-Driven Gender and Climate Change* (<http://www.adb.org/publications/training-manual-country-driven-gender-and-climate-change>).

- **Helping to develop “Environmentally Sustainable Cities” in eight Association of South-East Asian Nations (ASEAN) countries**

The implementation gap, i.e. how to translate theory into practical actions at the city level is a common challenge among cities in Asia. Since 2010, BRC and KUC have helped a total of 31 local governments selected in eight ASEAN countries – Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Thailand and Viet Nam – in developing new skills and knowledge to improve the living environment and have assisted spreading such effective local practices within their countries and across the region. For example, in 2014 Lao PDR established a pilot college-managed, decentralised wastewater treatment system and manual as a nationwide rolling-out strategy. Over three years (2011 - 2014), Phnom Penh (Cambodia) managed to reduce plastic bag use in supermarkets by about 20% through large-scale public awareness campaigns and new regulations (weekend ban), which is being spread to Siem Reap. Da Nang (Viet Nam) trained and established voluntary environmental protection citizen units in three 'Model Environmentally Friendly Residential Communities', which resulted in cleaner, greener public areas. In Indonesia, Lamongan and Balikpapan innovated new models of 'Waste Banks' (where citizens exchange recyclables for cash) with health insurance schemes, enabling the poorest people to benefit from basic medical services. (These activities are implemented by BRC/KUC in partnership with the ASEAN Secretariat

and local governments through the ASEAN Environmentally Sustainable Cities (ESC) Model Cities Programme.).

- **The IGES Beijing Office represents the Government of Japan (MOEJ) and started official environmental cooperation between the Governments of Japan and China for improving air quality in China**

Since FY2014, the Beijing Office has been serving as the overall coordination platform for Japan-China inter-city cooperation project and to promote cooperation between local governments in Japan and China for improving air quality in China. However, cooperation between the two central governments stalled for political reasons. In FY2015 Beijing Office first concluded a Memorandum of Understanding (MOU) on cooperation for FY2015 with the Sino-Japan Friendship Centre for Environmental Protection under the Ministry of Environmental Protection of China (MEP) and then led the two central governments to verbally agree on cooperation at the Japanese and Chinese Environmental Ministers' Meeting on 29 April 2015. It organised a seminar on Japan-China inter-city cooperation on 15 September 2015 to inaugurate the cooperation with Chinese cities designated by the MEP. The event received interviews from five Japanese TV stations and informed seven Japanese newspapers. Following this, cooperation between the two central governments has been enhanced.

- **The Beijing Office to launch cooperation on technology to monitor Super Low Density (SLD) gas emissions from coal-fired power plants that serves the national interests of Japan**

This cooperation was requested by the Director General of the MEP at a policy dialogue in March in 2015, and the Beijing Office plans to implement it under the Japan-China inter-city cooperation scheme funded by the MOEJ with support from the Japan Environmental Technology Association and other organisations. The introduction of the Japanese standard for SLD gas monitoring technologies will help pollution control in China and is expected to benefit Japanese manufacturers on the technology side. At the end of March 2016, the Beijing Office made an interim report on this cooperation and submitted recommendations to the MEP. The MEP will refer to these recommendations when they revise the technical guidelines.

2.2. Key statistics

International Recognition

International recognition of IGES is an indicator for IGES to assess how its work as an Agent of Change is recognised. As attention has been paid at IGES to focus on impact generation, chances of getting better recognition, building partnerships, and/or receiving external funds is expected to expand.

The University of Pennsylvania, United States (US), released its annual ranking of global think tanks¹ for several important areas, including the environment. IGES was ranked 38th among environmental think tanks across the world in 2015, the same as 2014. This ranking was the highest for Japanese institutions (Table 1).

The International Center for Climate Governance (ICCG) in Europe ranked IGES 22nd in the listing of world climate think tanks in June 2015,² which is the highest ranking among all Japanese institutions.

Table 1: IGES in Rankings: FY2012 - FY2015

	FY2012	FY2013	FY2014	FY2015
GLOBAL GO TO THINK TANK by University of Pennsylvania	48	48	38	38
ICCG Climate Think Tank Ranking by the International Center for Climate Governance	-	15	22	To be announced in June 2016

Publications

Outputs themselves are not usually considered to be impacts, but are important as tools for generating impacts. The total number of publications for FY2015 was 336. This was nearly the same as in the previous year. Overall, there has been a slight upward trend in publications from the beginning of the Sixth Phase as can be seen from Figure 1 below.

¹ 2015 Global Go To Think Tank Index Report (Jan. 2016)

² 2014 ICCG Climate Think Tank Ranking (June 2015)

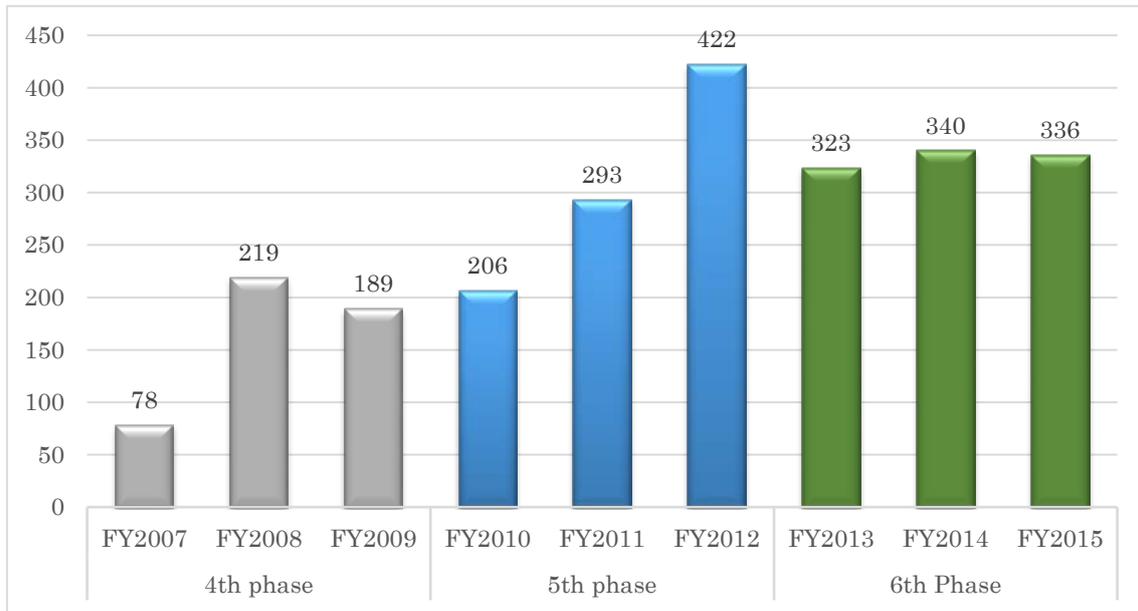


Figure 1: IGES Publications (FY2007- FY2015)

Figure 2 below highlights publications which undergo more extensive review procedures compared to others. These include some IGES publications (policy briefs, policy reports, research reports), peer reviewed journal articles, and chapters contributed to books or other major external publications made by international organisations, IGES partners, or others. These are referred to as “quality” publications, as a rough indication of the relative priority of certain publication types, although it is recognised that there are other ways to measure quality, and that more extensive review procedures themselves do not necessarily guarantee any particular level of quality.

The ISRP6 set a target regarding the overall production of quality policy publications (defined as IGES policy briefs, IGES reports, and chapters contributed to non-IGES publications, excluding peer reviewed journal articles) at 40 per year during the Sixth Phase, for a total of 160 over 4 years. This target was nearly reached in FY2014. In FY2015, 71 were produced, well exceeding the target. One major trend in FY2015 was a shift to prioritise flagship and White Paper chapters, with correspondingly less emphasis on other publication types.

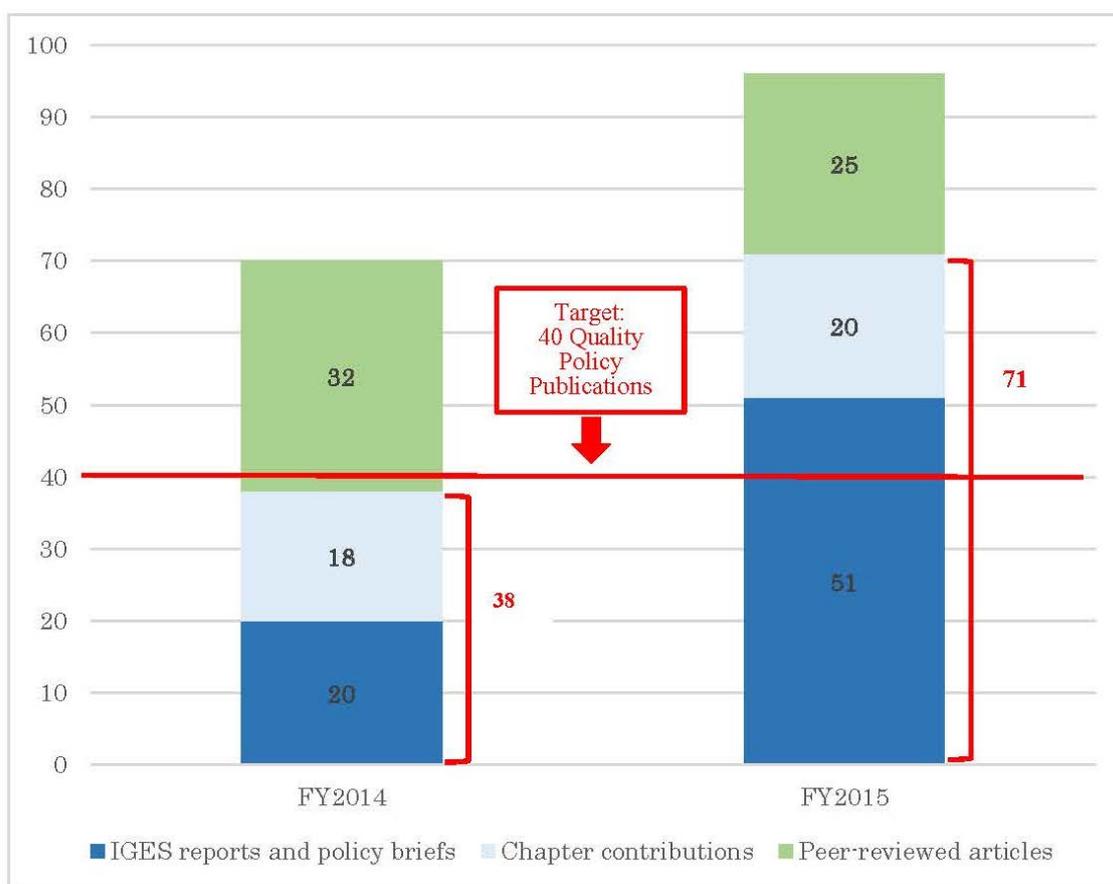


Figure 2: Number of ‘Quality Publications’ (FY2014 and FY2015)

Note: IGES reports include White paper chapters and Flagship chapters.

In FY2015, IGES estimated the total number of citations to peer-reviewed journal articles published by IGES-related researchers, plus all of the articles in the former journal published by IGES (the International Review for Environmental Strategies – IRES) from the founding of IGES in 1998 to 2015. In the future, it will be possible to update this number each year in order to track the annual increase. The results are presented below in Table 2. The total number of peer-reviewed journal articles was determined by combining results from the IGES Output Database and the Thompson-Reuters Web of Science (WOS), and includes the articles from IRES. The total number of citations was calculated by Google Scholar, and compared to the number produced by the WOS. The number calculated by Google Scholar is much larger. The methodology used by Google Scholar is much broader in scope (probably including some policy related outputs) compared to the academically focused WOS, so Google Scholar’s calculation is considered to be more appropriate for IGES. The result was that IGES produced 366 peer reviewed articles between 1998 and 2015 which accounted for a total of 4,666 citations according to Google Scholar.

Table 2: IGES Total Peer Reviewed Journal Articles and Citations Comparison of Web of Science, IGES Output Database, and Google Scholar 1998 - 2015

	Number of Articles	Number of Citations (Web of Science)	Number of Citations (Google Scholar)
Thompson-Reuters Web of Science (WOS)	157	1,264	2,958
Articles from IGES Output Database but not included in WOS	68	Not available	650
Sub Total	225	1,264	3,608
International Review for Environmental Strategies (IRES) (2000-2007, all articles)	141	None were counted	1,058
TOTAL	366	1,264	4,666

Note: Information based on Thompson-Reuters Web of Science (WOS) and the IGES Output Database was compiled in Jan. 2016. Google citations from IRES were compiled on Feb. 5, 2016. Table was finalised on Feb. 9, 2016.

Notes on methodology

- a. This count includes only peer reviewed journal articles. Books, White Paper Chapters, reports, book chapters, policy briefs, etc. are not included.
- b. Articles by IGES Fellows, etc. are included in WOS and the IGES Output Database
- c. All research related articles in IRES are counted (but not book reviews, etc.).
- d. IRES articles are not included in the counts of WOS and the IGES Output Database

Download of IGES Publications

Over past phases, IGES’ publications database download counts have trended upward, with the highest number of downloads happening in the middle year of the phase. Downloads for FY2015 are lower than FY2014 as in previous phases (Figure 3). CDM Related Outputs continue to make up a decreasing percentage of downloads. System and statistics engine changes over the life of the publications database led to inconsistencies in the result. To eliminate inconsistencies caused by changes in methodology, an effort to reexamine the server logs using a consistent methodology was conducted. Therefore, the numbers reported in this reports differ from previous reports.

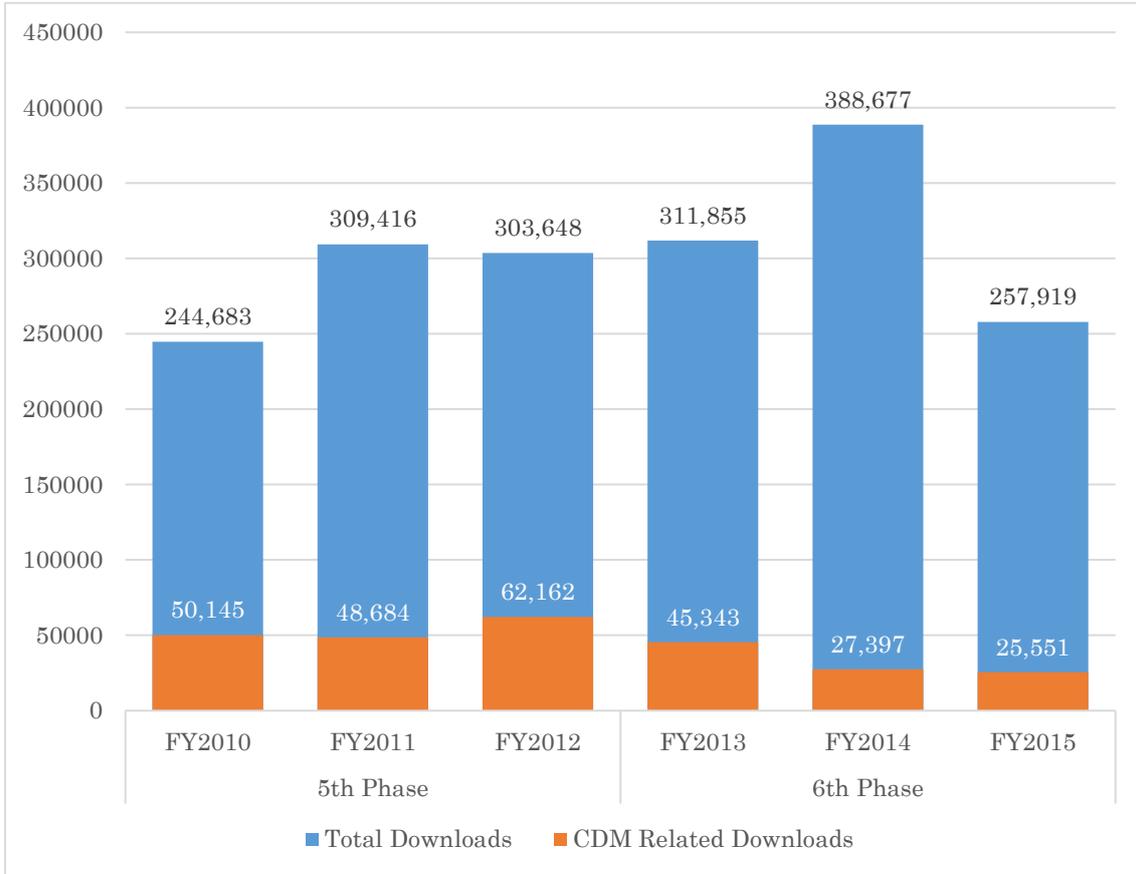


Figure 3: Downloads of IGES Publications (FY2010-FY2015)

Policy/Research Reports and Discussion/Working Papers make up the bulk of the publications downloaded from the publications database in both FY2014 and FY2015, but in 2015 public relations-related material and business reports, data and tools, and conference proceedings seemed to be of relatively increasing interest to our audience (Figure 4 and 5).

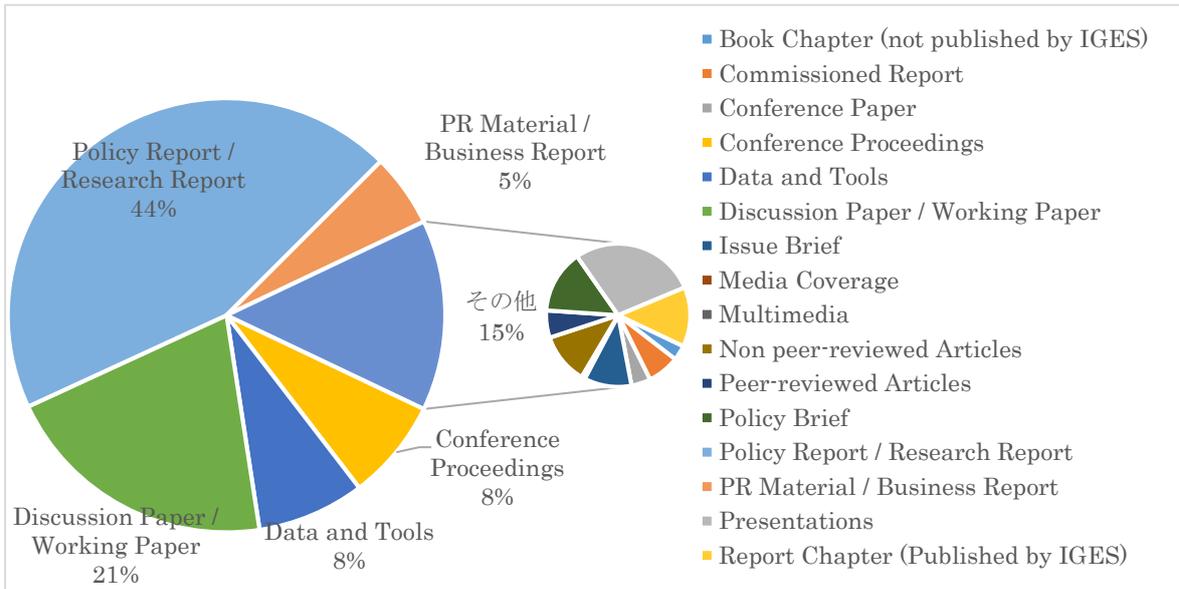


Figure 4: FY2014 Publication Type Download breakdown

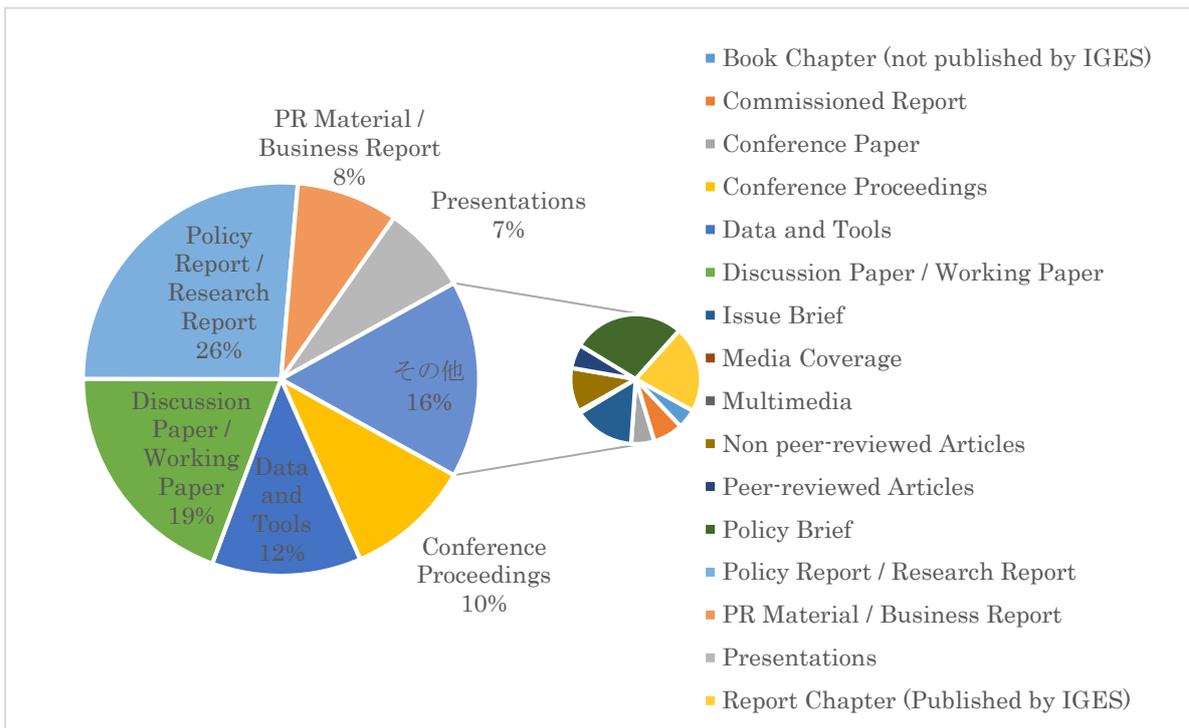


Figure 5: FY2015 Publication Type Download breakdown

Media Coverage

Media coverage (newspapers, magazines, TV and radio broadcasts, web-media, etc.) in FY2015 increased due to the media outreach activities especially on COP21 and Japan-China cooperation project for air pollution control (Tables 3 and 4). By taking timely and proactive actions such as holding media briefings and distributing press releases for COP21 in collaboration with CE and Japan Climate Leaders' Partnership (Japan-CLP), IGES succeeded in attracting much more media attention resulting in high exposure, especially in Japanese major newspapers such as the Nikkei, Yomiuri and Mainichi. Media briefings held by IGES on 2 and 7 October 2015, and 14 March 2016 in Tokyo were attended by journalists from the major media in Japan, and a special seminar in Tokyo in December 2015 featuring the latest reports from COP21 in Paris early in the same month in cooperation with CE, Japan-CLP and ICLEI received a record audience of 500 participants. IGES's special report on coal-fired power plants also received several inquiries for further information and researchers' comments on this report were featured in several media articles.

Moreover, the Beijing office conducted seminars and activities on Japan-China cooperation projects for air pollution control in Beijing that were broadcast on several major Japanese TV and introduced by many online newspapers in China.

Table 3: Total Number of Media Coverage in FY2012 - FY2015

Language	FY2012	FY2013	FY2014	FY2015
Japanese	90	104	117	199
Other languages	12	22	34	97
Total	102	126	151	296

Table 4: Types of Media Coverage in FY2015

Language	Type	Number
Japanese	Newspaper	112
	Magazine	20
	Online	62

	TV	5
English	Newspaper	1
	Online	38
Chinese	Newspaper	1
	Magazine	1
	Online	52
Other languages	Newspaper	2
	Online	2

Networking

IGES builds partnerships with key organisations for impact generation and organises ISAP to stimulate policy discussions with key stakeholders, both domestic and international. In FY2015 IGES finalised agreements with United Nations collaborating centres (the IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) and the UNFCCC-IGES Regional Collaboration Centre (RCC) and started their operations as well as implementation of activities by the Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), forged new partnership with the Sustainable Development Solutions Network (SDSN) Japan and the United Nations Global Compact (UNGC)/Global Compact Network Japan (GCNJ), opened IGES South Asia Desk, with an IGES Fellow stationed at TERI in Delhi, India to conduct operations, maintained close relationships with agencies of the Indonesian Government and others with an IGES Task Manager stationed in Jakarta; and assisted organising ISAP2015, and maintained communication with existing and emerging partner organisations (see details in the Outreach section).

Currently IGES hosts four UN collaborating centres, has partnerships with 13 international networks/initiatives that IGES hosts and/or serves as secretariat for, has ongoing collaborative agreements or membership with over 30 organisations/initiatives (See Endnote).

2.3. Major Impacts by Area

Major impacts made or observed through strategic research by each Area in FY2015 are summarised below:

Climate and Energy Area (CE)

- **Contribution to carbon credit building through the JCM in Asia**

IGES facilitated the introduction of low-carbon technologies and carbon credit building through JCM with financial assistance and IGES's technical support for evaluating the GHG reduction at the national and sub-national levels. JCM added new member countries, i.e. Myanmar (September, 2015), Thailand (November, 2015), and the Philippines (December, 2015), and IGES supported JCM project registration in Mongolia (Heat Only Boiler) and Viet Nam (Digital Tachograph), and the development and official approval of JCM methodologies (Indonesia, Mongolia, and Viet Nam). At the sub-national level, IGES also developed two JCM projects in collaboration with Yokohama City's Y-PORT Center (introduction of efficient pump at a water treatment facility in Danang city, Viet Nam and at an eco-airport, waste-to-energy project and waste treatment project in Batam city, Indonesia). The progress in low-carbon technology adoption through JCM was featured in several news articles.

- **IGES to support preparation of the INDCs and carbon credit building through market mechanism in Asia and the Pacific with the UNFCCC**

IGES has been a long-standing partner of the UNFCCC in supporting capacity development for the CDM, and it will increase efforts with the UNFCCC RCC opened in September 2015 in the IGES Regional Centre in Bangkok, Thailand. IGES will provide technical support to the RCC in capacity development in achieving NDCs through CDM in countries such as Bhutan, Nepal and Indonesia as a start.

- **Wide media coverage of IGES regarding COP21** (aforementioned)
- **Contribution to the discussion over the long-term negative impacts from coal-fired power plants on climate policy** (aforementioned)

Sustainable Consumption and Production Area (SCP)

- **Resource Efficiency Agenda mainstreamed in the international community** (aforementioned)
- **Guide published to help policymakers in implementing Sustainable Consumption Policy** (aforementioned)
- **IGES to be a leading member in a 5-year multi-disciplinary collaborative policy research project on Sufficiency and SCP**

IGES will collaborate with the University of Tokyo, Keio University, National Institute for Environmental Studies (NIES) and Kyushu University on a large multi-disciplinary policy research project on Sufficiency and SCP from FY2016 funded by the MOEJ's Environment Research and Technology Development Fund.

Natural Resources and Ecosystem Services Area (NRE)

- **Contributed to development of REDD+ Guidelines for the JCM** (aforementioned)
- **Developed flood-hazard maps and countermeasures to improve CLUPs in the Philippines** (aforementioned)
- **Provided inputs into IPBES assessments**

While hosting the TSU for the Asia-Pacific Regional Assessment for the IPBES in its Tokyo office, IGES assisted with the organisation of the first Authors' Meeting on the Regional Assessment for Asia and the Pacific in Tokyo in August 2015. IGES also provided direct inputs to the Regional Assessment for Asia and the Pacific through two of its researchers acting as authors.

- **Nepalese government adopted governance standard for forest sector activities developed by IGES and its partners**

IGES and its partners have developed a quality-of-governance standard to guide the development of participatory, transparent and accountable governance arrangements in the forestry sector in Nepal. Building on the MOU that was signed between IGES and the Ministry of Forest and Soil Conservation (MoFSC) in FY2014 to transfer ownership of the standard to the government, in FY2015 IGES held a series of meetings with high-level

government experts leading to the official to release of the Standard at a Stakeholder Workshop in Gorkha, Nepal, in January 2016.

Green Economy Area (GE)

- **IGES's green economy/green jobs assessment contributed to the roadmap and policy formation in Malaysia, Kenya and Burkina Faso** (aforementioned)
- **Japan 2050 Low Carbon Navigator used as an effective communication tool at the Asahi World Environmental Forum 2015 and other public events**

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 daily activities. In 2014, IGES and the NIES jointly developed an easy-for-communication tool, the Japan 2050 Low Carbon Navigator, for simulating the low-carbon energy system. Since its launch, 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 with the audience in the session “Navigation toward Decarbonization” at the Asahi World Environmental Forum 2015 held on 2 October 2015 (included in the news article by Asahi Shimbun on 27 October 2015) and used in the Jisedai Energy Workshops as a discussion-supporting tool for the education of university students on energy and climate issues held at Sophia University in February 2016. Version 2 of the web tool was released in March 2016 with a new summary page based on the 3E+S (energy security, economic efficiency, and environment and safety) together with other user-friendly features. It has been confirmed by the organiser of the Jisedai Energy Workshop that the updated web tool will be used for their event in FY2016. In addition, several other professors indicated that they will use this tool in their courses.

- **Supported policy recommendations from businesses to be articulated to major decision-makers. They have contributed to Japan's climate action plan to commit to 80% greenhouse gas emissions reduction by 2050** (aforementioned)
- **International Research Network for LCS-RNet released its position statement for COP21** (aforementioned)

Business and Environment (Kansai Research Centre (KRC))

- **IGES facilitated Indian companies to adopt low-carbon technologies** (aforementioned)
- **IGES enhanced the Hyogo Prefecture and Gujarat collaboration for promoting low-carbon technologies between India and Japan**

Through a relatively small strategic activity project, IGES and TERI have initiated a channel to accelerate the cooperation between the local government of Hyogo Prefecture (Japan) and Gujarat state (India) and mobilised the involvement of the private sector from both sides to apply Japanese technologies. Launching a joint coordination committee among IGES-TERI-Hyogo-Gujarat is being discussed and the idea has been positively accepted.

The ongoing tripartite collaboration of IGES-TERI-Shakti Sustainable Energy Foundation has been recognised by various stakeholders in India and attracted many companies for cooperation, such as Maharashtra Energy Development Agency (MEDA), Gujarat Energy Development Agency (GEDA), Maharashtra Chamber of Commerce of Industry and Agriculture (MCCIA).

Integrated Policies for Sustainable Societies Area (IPSS)

- **IGES book entitled *Achieving the Sustainable Development Goals: From Agenda to Action* recommends governance reforms needed to achieve the SDGs** (aforementioned)
- **IGES identifies data-driven solutions to pressing environmental and social problems in Southeast Asian cities**

Many cities in Asia lack quality data needed to make informed decisions on pressing transport, waste and energy problems. In 2016, IGES worked with policymakers and researchers to identify data-driven solutions to high-priority problems in Bandung and Bogor, Indonesia. In Bogor, results of a 660 residential survey on energy use that IGES conducted with NIES and Bogor Agricultural University (IPB) is helping the city government understand how much promoting awareness raising can enhance energy savings policies. In Bandung, a recently completed transport emissions inventory and scenario analysis developed by IGES, the Asian Institute of Technology (AIT) and Bandung Institute of Technology (ITB) is giving city and provincial environmental officials the evidence needed

to demonstrate that low cost eco-driving programmes can significantly cut greenhouse gases (20% off baseline) and air pollutants (15% off baseline). IGES is now working to advance these activities through a MOU between Kawasaki and Bandung and with the Rockefeller 100 Resilient Cities program in 2016.

- **IGES integral to launching innovative APCAP, providing policymakers with an authoritative voice on air pollution** (aforementioned)
- **IGES helping women in Asia harness climate finance for gender responsive mitigation activities** (aforementioned)

Sustainable Cities (Kitakyushu Urban Centre (KUC))

- **Four Asian Cities developed the local resilience city plans with support from IGES** (aforementioned)
- **Five cities developed municipal solid waste management plans/strategies to reduce SLCPs with IGES** (aforementioned)
- **Sustainable solid waste management systems have been promoted both at national and local level with support from IGES**

KUC supported the national governments of Viet Nam and the Philippines to develop “National Technical Regulation on Domestic Solid Waste Incinerators” and “Guidelines Governing the Establishment and Operation of Waste-To-Energy Technologies” respectively to set environmental standards ensuring adequate control of environmental pollution caused by incineration and waste to energy projects which are needed in rapidly growing Asian cities under the bilateral framework with MOEJ. At the local level, KUC assisted the Mandalay City Development Committee (MCDC) to develop environmental learning tools for schools based on the environmental education textbook in Kitakyushu City. The environmental education tools were developed and first piloted in three model schools with the support of the Department of Basic Education in Mandalay and Board of Education of Kitakyushu City. The Department of Basic Education, Ministry of Education and MCDC are now planning to adopt these education tools into their education system covering all 250 schools in Mandalay, while Kitakyushu City is also planning to use the tools and similar experience in other cities in Asia through its city-to-city cooperation with the assistance of KUC.

Regional Centre (Bangkok) (BRC)

- **Improving access to experience-based adaptation knowledge for Asia-Pacific governments** (aforementioned)
- **Asian Environmental Compliance and Enforcement Network (AECEN) strengthens Environmental Impact Assessment (EIA) implementation in Asia**

EIA is at the very heart of environmentally responsible development and its effective implementation remains one of the biggest challenges in Southeast Asia. AECEN maintains the EIA Compendium, currently the only existing clearing house updating comprehensive EIA information in Asia. Through support from the USAID-funded Mekong Partnership for the Environment (MPE), AECEN, in close collaboration with the government officials, civil society organisations and EIA practitioners, assisted in establishing a Regional Technical Working Group on Public Participation in EIA which consists of representatives from five Lower Mekong countries aiming to develop relevant regional guidelines. AECEN organised the Next Generation Compliance in Asia Conference in September 2015 with the Environmental Protection Agency Taiwan and will continue collaboration.

- **Helping to develop “Environmentally Sustainable Cities” in eight ASEAN countries** (aforementioned)

Beijing Office (BJG)

- **The IGES Beijing Office represents the Government of Japan (MOEJ) and started an official environmental cooperation between the Governments of Japan and China for improving air quality in China** (aforementioned)
- **The Beijing Office to launch cooperation on technology to monitor SLD gas emissions from coal-fired power plants that serves the national interests of Japan** (aforementioned)
- **The Beijing Office to make policy recommendations on wastewater treatment in rural areas in China**

With the expected completion of the second year of the JICA joint project on wastewater treatment technologies and management systems in rural areas in China with IDEA Consultants, Inc. and Data Sekkei Corporation, the BJG compiled draft policy

recommendations, which will be submitted to the Ministry of Housing and Urban-Rural Development of China.

Tokyo Office

Tokyo Office was expanded to a new location from 2015 and assisted in hosting the TSU for the Asia-Pacific Regional Assessment for the IPBES and co-location with ICLEI Japan. The new office has been used by many IGES staff and visitors with various meetings being held. On average, the office is used by 15 staff and 7 visitors each day and the total number of meetings using the facilities (TV conference room and two large meeting rooms) came to over 1,200 over 12 months (April 2015 –March 2016).

- **Full-scale biodiversity regional assessment initiated**

A total of 128 experts from Asia and Oceania gathered at the first authors meeting organised by the TSU for the Asia-Pacific Regional Assessment for the IPBES and initiated a full-scale assessment, which was the first of its kind in the region. The assessment is expected to clarify the current status and trends on biodiversity and ecosystem services, and drivers causing their changes, as well as to assess their impacts on human well-being and effectiveness of relevant policies, as outcomes.

2.4. Major Achievements in Strategic Operations

Aiming to achieve institution-wide targets, PMO took the lead in promoting IGES strategic research and provided support to IGES-wide strategic planning and coordination, coordination of flagship products, all-IGES activities, knowledge management, capacity development and education, quality management of research outputs, networking, outreach and fund raising in order to make timely and effective inputs into important policy processes. Major achievements are summarised below:

Strategic Planning and Coordination

- Developed and finalised IGES Medium-to-Long Term strategy at the Board of Directors/Trustees in February 2016 and drafted outline of Integrative Strategic Research Programme for the Seventh phase (ISRP7) presented at the Board of Directors/Trustees in February 2016;
- Further developed Milestone Management System and improved impact/outcome reporting;
- Promoted and assisted strategic research and operations by disbursing funds (IGES Strategic Research Fund and Operation Fund);
- Assisted Outreach and Networking teams in successfully organising ISAP2015; and
- Implemented all-IGES projects including those funded by MOEJ (see section Major All-IGES Activities below).

Coordination of Flagship Products

- Published White Paper V entitled “Greening Integration in Asia: How Regional Integration Can Benefit People and the Environment” and launched in session at ISAP2015 held in July 2015. An executive summary in Japanese was also published;
- Published SDGs Flagship Report entitled “Achieving the Sustainable Development Goals: From Agenda to Action” and launched at a session at ISAP2015 held in July 2015. An executive summary in Japanese was also published. In addition, one discussion paper and three commentaries have been issued;
- Published Climate Flagship Report entitled “The Paris Climate Agreement and Beyond: Linking Short-term Climate Actions to Long-term Goals” in November 2015 and disseminated at the COP21 in December 2015. An executive summary in Japanese was also published. Before the launch of the final version, a pre-reviewed edition of the Climate Flagship Report was introduced at ISAP2015 as the background paper of the plenary session on climate change issues. In addition, four working papers, one discussion paper, one issue brief and ten commentaries (Climate Updates) have been issued. Based on these products, “IGES Recommendations for Climate Actions towards COP21” was compiled and delivered to Environment Minister Marukawa on 27 November 2015; and
- Flagship team raised discussion on a flagship publication for the 20th anniversary of IGES in 2018 at Monthly Senior Staff (MSS) Meeting in December 2015. Based on a series of consultations with Area Leaders and senior staff, candidate topics will be identified in 2016.

Major All-IGES Activities

City Task Force

- Launched a task force with members across Areas who engage in city-level activities, carried out stocktaking, identified existing capacity and knowledge, and developed overall future plans;
- Completed MOEJ Clean Asia Initiative project in collaboration with South Asia Desk (study on environmental policies in India) and BRC (7th High Level Seminar); and
- Contributed to G7 Toyama EMM preparation and developed a plan for the parallel session on The Role of Cities co-organised with Toyama City and MOEJ in Toyama in May 2016.

G7 Toyama EMM

- Organised a preparation team across Areas and assisted MOEJ in preparation for the G7 Toyama EMM to be held in Toyama in May 2016 including developing discussion papers, communique and other supporting documents.

Project on EIA

- Completed country studies and made progress in preparation for the Asia EIA Conference organised by MOEJ in Nagoya in May 2016; and
- Developed a synthesis report based on the above country studies and published a conference paper 'Strengthening EIA in Asia' to be tabled at the conference above.

Knowledge Management

- Made improvements to the ready availability of IGES publications:
 - Improved the meta-data tagging of publications (first stage completed, second stage in progress). This will improve the ability of external tools such as Mendeley and Google Scholar to retrieve correct citation information for IGES publications, and should improve the standing of the publications database as a source.
 - Upgraded URL Linker through EBSCO Host system (to improve compatibility between web searches and IGES library holdings).
 - Added IGES contribution to JSTOR Sustainability Collection, enabling broader access to IGES publications on this range of topics.

- Enviroscope/Output-Database rebuild and renewal (in progress). The new website will enable more comprehensive management of IGES publications, and set the groundwork for further analysis or results and improvements to process. It will also form the basis for future web-based efforts;
- Streamlined and simplified web server infrastructure and costs (in progress);
- Provided support to Area's knowledge products management, including support for improvement LCS-RNet and Low Carbon Asia Research Network (LoCARNet) websites and development of database for IPSS-Cities team for city level data management; and
- Improvements to data tracking for websites and file downloads (ongoing).

Capacity Development and Education

Capacity Development

- Conducted research on Stakeholder Engagement & Capacity Needs Assessment in relation to Disaster Risk Reduction; and chapter to be publishing in the *Handbook of Disaster Risk Reduction and Management* (upcoming);
- Assisted CE in finalising ADB Asia Leadership Programme 2015 report and establishing UNFCCC RCC at BRC;
- Assisted NRE in conducting workshops (Adaptation Initiative for capacity building aspects of two regional workshops and LoCARNet work with JICA & Thailand Greenhouse Gas Management Organization-Climate Change International Technical and Training Center (TGO-CITC) in developing Climate Finance training course;
- Training course for Hitachi corporation's CSR department on the SDGs and how to relate to business and CSR strategies within the company – conducted in collaboration with IPSS-SDGs task;
- Assisted data sharing with United Nations University-Institute for Integrated Management of Material Fluxes and of Resources (UNU-FLORES) for Nexus Observatory (in progress) and organised a Joint workshop with UNU-FLORES for building Regional Consortium on Nexus Observatory (upcoming);
- Developed E-Learning Video Project on “Low Carbon Navigator” (in progress) and “Making Land-Use Climate Sensitive”, i.e. Land-Use Approach to Adaptation (2 videos completed); and
- Organised a four part IGES-Staff Capacity Building series for FY2015 which included: 1) an Author's Workshop by Springer publishing; 2) New Staff training on publication policy and quality management (led by PMO-Quality Management); 3) Budget Control System (BCS) training (led by PMO Planning and Coordination, Human Resources and

Accounting); and 4) Strategic Policy Research capacity building (led by PMO Capacity Development and Quality Management).

Education

- Contributed to SDG Flagship Publication (Education chapter);
- Provided support to discussion between MOEJ and US Environmental Protection Agency (US EPA) on environmental education and collaboration on environmental education between Japan and US as part of commissioned work from MOEJ;
- Assisted MOEJ's involvement in the Global Environmental Education Partnership as part of commissioned work from MOEJ;
- Became a member of 1) United Nations Educational, Scientific, and Cultural Organization (UNESCO) University Twinning and Networking (UNITWIN) programme on Education for Sustainable Lifestyles; and 2) the UNESCO Partner Network for the Global Action Programme on Education for Sustainable Development, network 1 on policy advancement;
- Completed external evaluation project and report of UNESCO's Extra Budgetary Project on Education for Sustainable Development under funding from the Japanese Funds-in-Trust (JFIT);
- Contributed to the UNEP Global Stocktaking Report on Pathways to Sustainable Lifestyles (under review and final editing by UNEP); and
- Supported SCP-10YFP task by joining the international working group on Education for Sustainable Lifestyles and taking lead of preparing the second draft of the TRANSFORM Education for Sustainable Lifestyles (SLE) project proposal under the 10YFP on SLE framework.

Quality Management of Research Outputs

- Finalised the revised IGES Publication Policy. New publication types were added to better match the diversity of IGES activities, various procedures were clarified, and the use of internal and external reviews were expanded to further enhance quality and assess potential readers' reactions;
- Continued review of IGES publications to provide advice in order to improve quality and enhance impact, including three major IGES flagship publications;

- Advice for and review of major funding proposals in order to strengthen their quality and chances of acceptance. This especially focused on Japanese-based research funds and contributed to an increased acceptance rate;
- Conducted internal training sessions covering topics such as introduction to quality management issues for new researchers, explanation of research and policy processes, role and impact strategies of policy research, research planning for impact generation, the science-policy interface, and specific suggestions for fundraising proposals, and policy briefs; and
- Developed suggestions for management of interns to promote smoother and more effective management and maximise the mutual benefit of internships for both IGES and the interns.

Networking

- Two UN collaborating centres (the CCET and the UNFCCC-IGES RCC) were successfully launched and started operations;
- Opened IGES South Asia Desk and strengthened relationships with TERI, the Government of India and other partners especially in South Asia;
- Maintained good partnerships with the Government of Indonesia and other local institutes;
- Forged new partnerships with the SDSN Japan, the UNGC/ GCNJ, C40, International Institute for Sustainable Development (IISD), World Resources Institute (WRI), and UNESCAP (April 2016), strengthened collaboration with the NIES and others, and started discussion with other potential partners such as China-ASEAN Environmental Cooperation Centre (CAEC); and
- Assisted in organising ISAP2015 in particular by closely communicating with key and emerging partner organisations and maintained relationships with them (see details in the Outreach section).

Outreach

- Created dedicated websites for Flagship projects on SDGs and Climate Change, redesigned the monthly E-newsletter which is circulated to 6,400 subscribers (March 2016), and disseminated research results, publications, commentaries and policy recommendations in a timely manner to coordinate with international discussions and policymaking processes;

- Planned and implemented ISAP2015 in Yokohama in July with all IGES staff. This forum had a record 1,200 participants (over two days) and provided a venue for wide-ranging discussions on the themes of SDGs and Climate Change with high-level international guest speakers;
- Planned and implemented a seminar in Tokyo in December 2015 featuring the latest reports from COP21 in Paris early in the same month in cooperation with CE, Japan-CLP and ICLEI, with a record audience of 500 participants. IGES researchers, businesses and local government representatives delivered up-to-the minute reports and shared observations based on their experiences at the Paris negotiations;
- Formulated the first IGES Communication Policy and Brand Guidelines in June 2015 outlining rules and procedures of the main communication tools and activities in line with the renewed IGES logo introduced in April for higher functionality and visibility;
- Added meta keywords and descriptions and created both html and xml sitemaps to increase the visibility of IGES website in search engine results by Google, Yahoo, and others. As a result, total access to the website increased by about 55,000 and the amount of access to dedicated ISAP pages saw an increase of about 160% compared to access in 2014;
- Built strong relationships with targeted media; conducted press seminars and pitched IGES activities and reports focusing on Climate Change and COP21 in collaboration with CE and Japan-CLP. This resulted in higher exposure to influential Japanese national newspapers, TV and magazines, obtaining 77 instances of media coverage; and
- Assisted the Beijing Office in implementing outreach activities for Japan-China city-to-city cooperation, and designed and hosted the COP21 Japan pavilion in Paris with support from KUC and GE.

Fundraising

- Secured IGES's FY2016 core fund provided by the MOEJ;
- Coordinated with Areas and Satellite offices in applying for additional funding opportunities; and
- Assisted proposal writing with Quality Management team.

3. MAJOR ACHIEVEMENT IN MANAGEMENT

The three sections of the Secretariat administered various organisational issues and supported the IGES research activities from various perspectives.

3.1. Human Resources Management (HR)

In FY2015, focus was given to timely staffing to meet the needs of the projects, appropriate labour management system, examination of a new human resources management system for the 7th Phase, and capacity development of staff members. In addition, a new information security framework was developed to appropriately collect and store the Specific Personal Information (so-called “My Number”) as a duty stipulated by law.

Major achievements made in FY2015 are:

- Recruitment activities were widely and timely conducted using various recruitment tools, such as external recruitment websites and staffing agencies in addition to IGES own website, to meet the needs of projects and to realise appropriate staffing;
- Appropriate staffing was also achieved through internal HR coordination in order to balance with the seasonal changes of work volume and to maintain a sound work environment;
- Also, a new counselling system was introduced to prevent overwork, a new rule was established for covering vaccination cost for overseas business trips, and the rules for overseas staff assignments were updated;
- A taskforce was launched to examine the 7th phase human resources management, collecting information for developing an HR plan as well as making necessary amendments of internal rules in line with the IGES HR policy while ensuring a good balance between finance and HR;
- Aiming to improve efficiency through staff’s capacity development of knowledge sharing and updating information, a series of workshops were organised for administrative staff members working for research projects; and
- Based on the Act on the Use of Numbers to Identify a Specific Individual in the Administrative Procedure of the Government of Japan, the basic policy for the appropriate handling of the so-called My Number was developed, based on which an Information Technology (IT)-based Cloud system was introduced and the internal rules were established to ensure information security.

3.2. Accounting (AC)

In FY2015, efforts were made to share the latest financial status periodically among top management so as to determine necessary measures based on that information and introduce them in a timely manner. To make administrative operations under external fund projects more efficient, system and capacities were strengthened in both the Accounting Section (AC) and each Area.

Major achievement made in FY2015 are:

- The Finance Committee was fully activated for institutional management. The latest financial status among top management was shared so as to determine appropriate measures such as cost reduction in a timely manner, which led to the improvement of financial balance within the year;
- AC supported external fund projects of about 120 contracts with JPY 2.1 billion, by providing inclusive service from consultations at the stage of proposal for acquiring funds to preparation of financial report for invoice;
- BCS was improved and promoted to use by providing a series of tutorial sessions with each Area/Satellite office in collaboration with PMO and HR Section;
- Accounting-related administrative capabilities in Research Areas were strengthened by preparing practical manuals together with a series of guidelines targeting Assistants and Programme Officers; and
- AC was restructured to support Area activities more effectively by allocating an accounting staff within an Area as a pilot case, and by assigning each staff to look after a series of procedures of the specified Area.
- Integration of BRC accounting system into BCS was completed successfully, which has improved efficiencies of accounting works at both BRC and AC.

3.3. General Affairs (GA)

In FY2015, efforts were made to promote smooth business operations with the relocation of the Tokyo Office as a strategic hub for IGES activities, introducing new teleconference system, reviewing administrative procedures and strengthening support for legal issues.

Major achievements made in FY2015 are:

- Facilities and equipment were repaired/replaced to ensure their convenience and safety and to maintain a comfortable working environment. In line with the start of operations in FY2015, the Tokyo office was successfully relocated to become a strategic hub for research activities going forward;
- GA fully reexamined the implementation system for necessary repair work due to ageing building and facilities at Hayama Headquarters. In planning particularly for long-term repairs carried out based on the lease contract, adjustments were made to tackle problems and trouble areas for items for repair, budget, and implementation system. In consultation with the contract party, Kanagawa Prefecture, and Housing Public Corporation, and negotiating a long-term repair plan, agreement was reached on repair review, targeting review of the lease contract for FY2017. Separate from this, a system was created so that the facility management can quickly find areas that need repair and carry out minor repairs in a timely manner;
- To improve the operating environment, the teleconference system was reviewed and a new tool was introduced (BRC: GoToMeeting) to ensure smooth communications during meetings. Furthermore, all administrative staff were provided with laptop computers to improve work efficiency;
- Regulations and administrative procedures were reviewed for more efficient administrative operations. Efforts were made to strengthen the operations to deal with legal issues by formatting business contracts and providing internal consultations in collaboration with outside experts;
- IGES hosted 12 interns (both open call, and on recommendation from universities) from Japan and overseas. As well as giving practical experiences of research at IGES, this promoted understanding of IGES work;
- As a cooperative activity with local government, in particular Kanagawa Prefecture, a joint session was organised at ISAP for the first time, on environmental initiatives. In addition, for the second year in a row, IGES hosted trainees of the Kanagawa Program for Overseas Technical Trainees, making a contribution to environmental activities in developing countries;
- To return the knowledge gained through research activities and research to local communities in Kanagawa Prefecture and Hayama town, which support IGES, and also to promote understanding of IGES research activities, collaboration is carried out with local governments such as Kanagawa and with related organisations, to carry out environmental education as learning opportunities for local residents and as part of comprehensive learning

activities for local junior high school students. Training was also provided to a visiting group of researchers invited by Kanagawa prefecture, made up of executives from central and local governments in China; and

- Hosted trainees from developing countries, through the Kanagawa Program for Overseas Technical Trainees
 - Participation in the "Shonan Village Festival" (sponsored by the Shonan Village Center) (May 2015)
 - Cooperation with two local junior high schools for local educational activities through comprehensive learning (May 2015) and work experience (November 2015).
 - Participation in the "Global Environment Event: Agenda Day 2015" (sponsored by Kanagawa Committee for Promotion of Protecting Global Environment) (June 2015)
 - Organisation of a joint session at ISAP for the first time in cooperation with Kanagawa prefecture on environmental initiatives (July 2015).
 - Hosting the "Shonan Village Academia" (co-organised with the Kanagawa International Foundation) (November 2015)
 - Training for China-Japan low-carbon research group invited by Kanagawa Prefecture, and visit to local companies (November).
 - Joint organisation with Kanagawa prefecture of post COP seminar on Climate Change Policies and Future Prospects (January 2016)
- IGES runs an affiliate members system to make use of a diverse range of opinions in its research activities, by promoting cooperation and coordination with various entities that recognise the importance of global environmental issues and endorse the activities of the institute, such as governments, businesses, educational institutions, NGOs, Non-Profit Organisations (NPOs) and citizens. IGES also hopes that this affiliate members system acts as a bridge to widen the circle of support for and understanding of IGES. The benefits of the system were shown by emphasising preferential treatment of affiliated members at seminars etc. The number of Affiliate members as of 31 March, 2016 are set out in the following table:

Categories	Number of Members
Foundations/Companies	16(-1)
NGO	1 (0)
Individual members	39(0)
Students	3(0)
Total	59(-1)

Note) Figures in brackets () shows difference compared to last year's figure.

4. PROJECTS FOR PUBLIC INTEREST PURPOSE

4.1. Technical Support Unit (TSU) for the IPCC Task Force on National Greenhouse Gas Inventories (TFI)

The TSU for the IPCC- TFI provides scientific, technical and organisational support to the TFI under the supervision of the TFI Bureau (TFB) to fulfil the following two objectives. The activities implemented in FY2015 are explained in (1) – (4) below.

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

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

The IPCC Inventory Software³ helps inventory compilers to implement calculation of emissions and removals of greenhouse gases according to the *2006 IPCC Guidelines for National Greenhouse Gas Inventories (2006 IPCC Guidelines)*. In FY2015, the TSU enhanced its usefulness, for example, by improving the function to export calculation results into reporting tables that can be used by the Parties not included in Annex I to the UNFCCC. In addition, the TSU continued providing technical support to users.

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

The IPCC EFDB⁴ is a database of emission factors and other parameters where national experts can find nationally appropriate values to develop national GHG inventories in accordance with the IPCC inventory guidelines. In FY2015, the TSU continued enhancing its usefulness, for example, by organising expert meetings to collect data for Energy Sector and Industrial Processes and Product Use (IPPU) Sector. The TSU also continued supporting the EFDB Editorial Board.

³ <http://www.ipcc-nggip.iges.or.jp/software/index.html>

⁴ <http://www.ipcc-nggip.iges.or.jp/EFDB/main.php>

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

The IPCC TFI commenced technical assessment of IPCC inventory guidelines in January 2015 with a view to assessing the maturity of scientific advances and the availability of new data since the *2006 IPCC Guidelines* to support the refinement or development of methodological guidance on national greenhouse gas inventories. In FY2015, the TSU continued managing the implementation of technical assessment by organising two expert meetings, one of which was focused on Energy, IPPU and Waste Sectors in Geneva, Switzerland on 29 June – 1 July 2015 and the other was on Agriculture, Forestry and Other Land Use (AFOLU) Sector in Sao Paulo, Brazil on 13-16 July.

(4) Inventory Internship Programme

In FY2015, this programme was not implemented.

(5) Collaboration with Other Organisations

In FY2015, the TSU continued cooperation with other organisations on inventory-related matters. For example, the TSU contributed to inventory-related capacity building programmes implemented by UNFCCC, JICA, NIES, etc. by sending programme officers as resource persons and providing inventory-related materials developed by the IPCC TFI. 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 MOEJ in Kobe on 28 January 2016. A similar symposium jointly hosted by National Environmental Fund of Peru (FONAM) and IPCC/IGES was held in Lima, Peru on 22 March 2016.

4.2. 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 developing country participation in that research and to strengthen interactions between the science community and decision-makers. In order to support collaborative researches and build on the capacity of scientists in the fields of global change research, especially in developing countries, APN has conducted the following activities in FY2015:

(1) Support of research projects, selected through the Annual Regional Call for Proposal (ARCP)

APN supported international research projects selected by the 20th Inter-Governmental Meeting (IGM).

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

In order to improve the scientific capabilities of researchers in developing countries, APN supported capacity building projects and activities for young and aspiring scientists in developing countries.

(3) International Forum/Symposium/Workshop

i. Sub Regional Committee (SRC) Meeting

APN has established committees with respect to each sub-region, i.e. South Asia, Southeast Asia and Temperate East Asia. In FY2015, Southeast Asian SRC Meeting was held in Indonesia, and Temperate East Asian SRC Meeting was held in Mongolia.

ii. Science-Policy Dialogue in Temperate East Asia

A Science-Policy Dialogue was held in Ulaanbaatar, Mongolia, to enhance communications between policymakers and scientists and share information on environmental issues of high local priority, in particular land use management.

iii. Proposal Development Training Workshop (PDTW)

APN held PDTWs in Cambodia and Mongolia to develop the capacity of young researchers from developing countries to develop scientific proposals that can successfully compete for funding.

iv. Activities Jointly Organised and Conducted with Hyogo Prefectural Government

APN conducted the following Hyogo activities in FY2015 with Hyogo Prefectural Government that provided financial and personnel support to APN Secretariat:

- **International Workshop on Hokusetsu SATOYAMA:**
Based on the outcomes of the symposium that was held in FY2014, APN and Hyogo Prefectural Government co-organised an international workshop and seminar on how to use SATOYAMA ecosystems sustainably by developing new values.
- **International Symposium on Wildlife Management in Hyogo**
APN co-organised an international symposium on the pressing issue of conserving and managing wildlife in urban area. The invited speakers came from various places as Europe, America and Asia, and introduced regional situations and measures of how to manage the co-existence of people in urban areas and wildlife.

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

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

(1) Research Projects

For overseas research, support was received from Aeon group for “Restoring Tropical Forests” and surveys, planting and guidance for tree-planting was carried out in Kenya, Cambodia and Malaysia. Moving forward with site surveys of colony research in the tropic rainforest in Thailand as research on “Actual and Potential Vegetation in Asia and the Pacific”, surveys were conducted on conservation and use of forest resources in Lao, for “Structure and Dynamics of Regional Ecosystems including their Evaluation”. The results of research on mountainous district forest in Kenya and surrounding countries were announced at meeting of the Society of Vegetation Science (October) and the Ecological Society of Japan (March).

Various research within Japan was developed with the support of organisations including The River Foundation, Aeon group, and the New Technology Development Foundation. Research was carried out on distribution of invasive species in the rivers flowing into Lake Biwa in Shiga Prefecture as “Vegetation Science Research Related to the Conservation of Biodiversity” and research related to Kozushima, Izu, was carried out in FY2014 and presented at Society of Vegetation Science as well as published in the Ecosystem Studies journal (December). For research on “Structure and Dynamics of Regional Ecosystems including their Evaluation” studies

progressed on the Fagus Japonica forest in Ashio-sanchi in Tochigi Prefecture and presented to the Ecological Society of Japan.

For studies on Evaluation and Recognition of Vegetation Resources, research was continued on the growth of forest breakwater planted in the Tohoku region of Japan. Guidance was given to many areas on an education project for forest to protect the ocean. Research on the disaster prevention coastal forest that was implemented from 2011 to 2014 in the area affected by the tsunami triggered by the Great East Japan Earthquake, was widened to include the Tokai region affected by an earthquake in the Nankai trough, and evaluation began on coastal forest in Shizuoka down to Aichi. With cooperation with other businesses, local authorities and NPOs, forest creation and research was developed in a number of prefectures, including Akita, Miyagi, Nagano, Shizuoka, Aichi, Osaka, Ehime, Kochi, Shimane and Kumamoto.

The above mentioned research and results both in Japan and overseas was publicised at academic societies and in research journals. Information was also disseminated via forums and newsletters for the general public.

(2) Capacity Building

To build capacity contributing to environmental protection targeting the general public, and held a series of lectures on Knowledge, Technology and Understanding to Nurture Green Conservation, as well as outdoor environmental training (four times). A basic course and an advanced course on “Ecological training” were held for three days each in June. The results of these were reported to the Forestry Education Workshop and the Japanese Society of Environmental Education.

(3) Interaction

The IGES-JISE Environmental Forum was held in March 2016 with the participation of 126 attendees on the theme of “Future Forest Restoration and Education – effective messages and continued efforts”.

(4) Dissemination and Public Awareness

JISE carried out a forest restoration Eco-tours in Cambodia in June 2015 and planted 4000 trees. It also published newsletters (Issues 71, 72, and 73; 800 issues for each) and the bulletin Eco-Habitat:JISE research (Issues 21 and 22; 350 issues for each)

5. INSTITUTIONAL ORGANISATION

5.1. Meetings of the Boards of Directors and Trustees

In accordance with the Articles of Incorporation, regular meetings of the Board of Directors and the Board of Trustees were held as follows.

- The 7th Meeting of the Board of Directors
Date: 10 June 2015 (Wed) Venue: IGES Headquarters
- The 8th Meeting of the Board of Directors
Date: 18 February 2016 (Thu) Venue: IGES Headquarters
- The Extraordinary Meeting of the Board of Directors (1st for FY2015)
(A decision in writing)
Date of resolution: 14 January 2016 (Thu)
Matters for Resolution: Convening of an extraordinary meeting of the Board of Trustees of IGES in February 2016
- The 7th Meeting of the Board of Trustees
Date: 27 June 2015 (Sat) Venue: IGES Headquarters
- The 8th Meeting of the Board of Trustees
Date: 19 February 2016 (Fri) Venue: IGES Headquarters

5.2. Monthly Senior Staff Meetings (MSS)

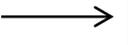
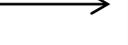
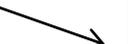
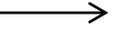
A total of eleven MSS Meetings were held to discuss issues in implementing strategic research as well as to exchange information on research activities of each of the groups.

5.3. Research and Secretariat staff

Personnel (as of 31 March 2016)			(Short term)	(Non-Japanese)
Research Employees	Strategic Research Project	92	16	39
	Other projects (formerly Special Account)	18	3	7
Administrative Employees	General Administration	34	11	7
	Research Support	37	13	2
	Projects for Public Interest Purpose	9	2	0
Total		190		

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

Summary of IGES achievement in FY2015 (as of May 2016)

	FY 2010- FY2012 (Fifth Phase)	FY2013- FY2014 (Sixth Phase)	FY2015	Remarks
International recognition				Maintained the same level in the global ranking by the University of Pennsylvania.
Impact				Achieved the similar level of impact generation.
Output				Published 71 quality policy publications (annual target is 40).
Financial overall balance				Financial balance in FY2015 was in the red.
External funds				Increased the total amount with fewer internal reserves.
Governance				Maintained similar operations.

Endnote: Lists of the United Nations units, international networks/initiatives or organisations that IGES hosts, serves as secretariat for, or has collaborative agreements with

United Nations units (4)

	Name of the unit	Year (hosting division at IGES)
1	Intergovernmental Panel on Climate Change (IPCC) Task Force on National Greenhouse Gas Inventories (TFI) Technical Support Unit (TSU)	September 1999- (HQ)
2	IGES Centre Collaborating with UNEP on Environmental Technologies	March 2015- (HQ)
3	The Technical Support Unit (TSU) for the Asia-Pacific Regional Assessment for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	April 2015- (Tokyo Office)
4	United Nations Framework Convention on Climate Change (UNFCCC)-IGES Regional Collaboration Centre (RCC)	September 2015- (BRC)

Networks to which IGES serves as the secretariat (13, ongoing)

	Name of the network	Year (hosting division at IGES)	Main function
-	The Kitakyushu Initiative	2000-2010 (KUC)	Initiative to improve urban environment in Asia and the Pacific region under the direction of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in collaboration with Kitakyushu city.
-	The Asia-Pacific Forum for Environment and Development (APFED)	2001-2010 (HQ)	Regional group of prominent experts to address critical issues and propose new models for equitable and sustainable development.
1	Regional 3R Forum in Asia and the Pacific	2008- (HQ)	Forum to promote 3R in the Asian developing countries in corporation with the governments, international organisations and donor communities, endorsed at the East Asia Environment Ministers Meeting 2008.
2	Clean Asia Initiative (CAI)	2008- (HQ)	Initiative to help economic development in Asian countries to leap over environmental degradation by passing on Japan's experiences of technologies, organisations, and systems.
3	Sustainable Development Planning Network for Asia-Pacific (SDplanNet-AP).	2008- (BRC)	Network of professionals involved in development planning to share innovative approaches for integrating sustainable development into plan and strategies launched with support from IISD.
4	International Research Network for Low Carbon Societies (LCS-RNet)	2009- (HQ)	Researchers' network which dedicates to governmental policy making processes to promote low-carbon societies. Initiative the G8 Environment Ministers' Meeting.
5	Knowledge Hub of the Asia-Pacific Water Forum	2009- (HQ)	One of the regional water knowledge hubs to generate and share water knowledge and building capacity in the Asia-Pacific region.

6	Asian Co-benefits Partnership (ACP)	2010- (HQ)	Network to support the mainstreaming of co-benefits into sectoral development plans, policies and projects in Asia launched at the Better Air Quality 2010.
7	Asia Pacific Adaptation Network (APAN)	2010- (BRC)	Asia-Pacific region's network with special emphases on the management of climate change adaptation knowledge and capacity building. Part of the Global Adaptation Network (GAN) by UNEP.
8	International Institute for Applied Systems Analysis (IIASA) Japan Committee Secretariat	2011- (HQ)	Research collaboration currently focuses on solving global scale problems mainly in the field of systems analysis.
9	Low Carbon Asia Research Network (LoCARNet)	2012- (HQ)	Asian Researchers' network to facilitates science-based policies for low-carbon development in the Asian region, launched by LCS-RNet
10	Asian Environmental Compliance and Enforcement Network (AECEN)	2012- (BRC)	Regional Network of national and sub-national agencies from Asian countries committed to improving compliance and enforcement launched in 2005 with support from the USAID and partner organisations including ADB, USEPA and UNEP and others.
11	USAID Adapt Asia-Pacific	2010-2016 (BRC)	Knowledge management support to USAID's climate change adaptation project preparation facility for Asia and the Pacific.
12	ASEAN ESC Model Cities and High Level Seminar on ESC (HLS ESC)	2010- present (BRC)	Regional network which promotes bottom-up innovative practices/policies by ASEAN's frontrunner cities. The annual HLS seminar is the face-to-face networking event under the East Asia Summit Environment Ministers (EAS EMM) (ASEAN+8) framework.
13	Japan Climate Leaders' Partnership (Japan-CLP)	2012- (GE)	Support Japanese private-sector network to promote the transition to sustainable and low-carbon society.

Collaborative agreement

	Institute	Year	Scope
1	UNFCCC	May 2008- present	Climate change (CDM, market mechanisms)
2	UNEP	December 2010- December 2018	Climate change, wastes, air pollution
3	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)	April 2016- present	SDGs, knowledge sharing and mutual support to conferences
4	ADB	December 2010- March 2020	Climate change, wastes, energy, water resources
5	World Bank Tokyo Development Learning Centre (TDLC) and The Energy and Resources Institute (TERI)	March 2011- present	Collaboration on Blended Learning Program on Science and Policy of Climate Change
6	CITYNET (Asia-Pacific regional network of local authorities)	December 2011 - present	City level collaboration for sustainable cities in Asia
7	UNEP Division of Technology, Industry and Economics (DTIE)	May 2013- December 2015	Resource efficiency, sustainable consumption and production
8	International Council for Local Environmental Initiatives (ICLEI)	April 2015- April 2017	City level collaboration for sustainable cities
9	ICLEI Japan	April 2015- July 2018	City level collaboration for sustainable cities

10	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	January 2015- January 2017	Project Cooperation Agreement (PCA) on the establishment of and collaboration through the TSU for the Asia-Pacific Regional Assessment for the IPBES
11	Asia-Europe Foundation (ASEF), The Stockholm Environment Institute(SEI), The Hanns Seidel Foundation (HSF)	January 2015- December 2015	Partnership agreement
12	UNFCCC	July 2015- December 2017	Agreement on the establishment of and collaboration through the UNFCC Regional Collaboration Centre (RCC)
13	UNEP-International Environmental Technology Centre (IETC)	October 2015- October 2017	Project Cooperation Agreement (PCA) on the establishment of Collaboration Centre on Environmental Technology
	International Institute for Sustainable Development (IISD)	FY2016- (under consideration)	Collaboration on knowledge exchange
	Asia-Europe Environment Forum (ENVforum)	2003-	Forum to foster inter-regional cooperation between Europe and Asia on sustainable development and its environmental dimensions.
1	Korea Environment Institute (KEI)	July 2014- July 2018	Research collaboration
2	Ministry of Forests and Soil Conservation (Government of Nepal)	February 2015- February 2019	Research collaboration on forest governance standard
3	Institute of Microfinance	August 2015- July 2018	Research collaboration on inclusive finance
4	Conservation International (CI), UNU-IAS	September 2015 - September 2016	Research collaboration on biodiversity
5	National University of Laos	October 2015- March 2020	Research collaboration on natural resources management
6	International Centre for Integrated Mountain Development (ICIMOD)	November 2015 - November 2019	Research collaboration on natural resources management
1	Kawasaki City	August 2013- (automatically renewed)	City level collaboration for sustainable cities in Asia
2	City of Yokohama (Y-PORT)	March 2015- March 2018	City level collaboration for sustainable cities in Asia
3	C-40	January 2016- December 2017	Collaboration at the city level activities
4	Rockefeller Foundation 100 Resilient Cities program	May 2016- (under consideration)	Platform partner to support resilience strategy formulation
1	Keimyung University	January 2006- (automatically renewed)	Personnel exchange, research collaboration
2	Yokohama National University	July 2007- (automatically renewed)	Personnel exchange, research collaboration
3	Hiroshima University	June 2010- (automatically renewed)	Personnel exchange, research collaboration

4	Yokohama City University	July 2011- (automatically renewed)	Personnel exchange, research collaboration
5	Tokyo Institute of Technology	December 2011 - (automatically renewed)	Personnel exchange, research collaboration
6	Keio University and Asian Institute of Technology	July 2012- July 2017	Personnel exchange, research collaboration
	China-ASEAN Environmental Cooperation Center (CAEC)	Under discussion	Research collaboration on green economy
	Green Growth Knowledge Platform (GGKP)	Under discussion	Knowledge partner to the platform on green growth and green economy

Other (membership, etc.) (4)

	Institute, network or initiative	Year	Scope
1	United Nations Economic and Social Council (ECOSOC)	2003-	Contribution to the work of UN
2	Japan Consortium for Future Earth	2013-	Collaboration on research and knowledge exchange
3	Sustainable Development Solutions Network (SDSN) Japan	2015-	Collaboration on research and knowledge exchange on SDGs
4	United Nations Global Compact (UNGC)/Global Compact Network Japan (GCNJ)	2015-	Collaboration on knowledge exchange on SDGs