

The Business Plan for FY2016

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Institute for Global Environmental Strategies

THE BUSINESS PLAN FOR FY2016

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Business Plan for FY2016

Institute for Global Environmental Strategies

1. INTRODUCTION

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

Strategic research consolidates seven research areas under three pillars of sustainable development, namely “Environmental”, “Economic” and “Social.” The research areas of “Climate and Energy”, “Sustainable Consumption and Production” and “Natural Resources and Ecosystem Services” are under the environmental pillar; “Green Economy” and “Business and Environment” are under the economic pillar; and “Integrated Policies for Sustainable Societies” and “Sustainable Cities” are under the social pillar. Under these seven research areas, IGES carries out strategic research at the 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 were led by the Programme Management Office (PMO) in order to produce timely and effective outputs targeting key policy processes through the PMO’s strategic operational functions including Coordination of Flagship Products, Knowledge Management, Capacity Development and Education, Quality Management of Research Outputs, Outreach, Networking and External Funding.

This Business Plan for FY2016 presents FY2016 high priority activities for impact generation, FY2016 management plan, FY2016 budget plan, and other projects conducted by other IGES’s units. Details of activities are included in the annex.

2. FY2016 HIGH PRIORITY ACTIVITIES FOR IMPACT GENERATION

2.1. Overall or Basic Directions

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

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

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

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

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

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

Clearer use and allocation of the core fund and fund raising

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

2.2. Specific Selected Focuses by Areas

Climate Change and Energy Area (CE)

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

Sustainable Consumption and Production Area (SCP)

- Take the lead on a major theme of a new five-year research project on SCP focusing on “Policy Design for Sufficiency and Contribution to 10-year Framework of Programmes (10YFP) implementation in Asia,” as a theme-leading organisation. This project will be funded as a part of Strategic Research Area (S16 project) of the Ministry of the Environment Japan (MOEJ)’s Environment Research and Technology Development Fund, and is due to be launched in FY2016;
- Continue to serve as the coordination desk as well as a member of the multi-stakeholder advisory committee of the Sustainable Lifestyles and Education (SLE) Programme of 10YFP and collaborate with the Japanese private sector and other stakeholders to promote *Coolbiz* and other sustainable lifestyle-related initiatives from Japan internationally under 10YFP (TBC);
- Continue to provide technical inputs as well as support to disseminate the newly updated Policy Guidance of Extended Producer Responsibility by Organisation for Economic Co-operation and Development (OECD) to be launched in mid-2016, to which IGES experts contributed to the development process by providing case studies and offering comments for revisions.
- Develop and share the 1st Draft of State of the Reduce, Reuse, Recycle (3Rs) in Asia Pacific, an assessment report of 3R policy progress in Asia and the Pacific based on indicators at the 7th Regional 3R Forum in Asia and the Pacific, to be held in November 2016, in Adelaide, Australia;
- Play a key role in international community to mainstream policy agenda of resource efficiency in the context of Group of 7 (G7) (G7 summit will be held in Japan in May 2016), OECD and United Nations Environment Programme (UNEP) International Resource Panel;
- Publish the initial results of a pilot project on the collection of products containing Fluoro Carbon (FCs) and destruction of FCs in Southeast Asia in collaboration with a private company; and
- Assist the IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) in developing national and municipal waste management strategies/pilot projects including those for Cambodia and Myanmar, providing training and capacity building in the region through the creation of knowledge products and case studies on selected waste management issues, and conducting outreach with relevant Japanese bilateral and multilateral institutions to strengthen partnerships and collaboration in the waste management sector.

Natural Resources and Ecosystem Services Area (NRE)

- Continue to develop knowledge on applying landscape and nexus approaches and principles for the integrated management of natural resources in contexts where competition over resources is growing and new developmental challenges, such as climate change, need to be faced. In FY2016, IGES research and activities to promote integrated approaches to natural resource management will include the following:
 - Promote the sustainable management of multi-functional forests by contributing expertise and generating new knowledge for the development of the Joint Crediting Mechanism Reduction of Emission from Deforestation and Forest Degradation, and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks (REDD+) guidelines and through activities to strengthen local level forest management institutions and promote locally-based forestry under the Responsible Asia Forestry and Trade (RAFT) partnership;
 - Implement a four-year Global Environment Facility (GEF)-Satoyama project that funds medium-size projects aiming to mainstream biodiversity conservation and sustainable management in priority socio-ecological production landscapes and seascapes (SEPLS). Provide training on the SEPLS Indicators of Resilience developed by IGES and its partners under the International Partnership for the Satoyama Initiative (IPSI);
 - Contribute to increasing efficiency and ensuring local sustainability of water use by developing sustainable water and wastewater governance models as well as providing recommendations on reforming existing water policy to deal with competing demands on water associated with the water-food-energy nexus; and
 - Further develop and test an approach to support local government plans to alleviate and adapt to flood risks by scaling up a pilot project in the Silang-Santa Rosa Sub-Watershed, the Philippines, to basin level. Continue to develop knowledge on practical tools for adaptation planning and adaptive capacity, such as vulnerability assessment indicators and local level formal financial services.

Green Economy Area (GE)

- Strengthen contributions to UNEP and International Labour Organization (ILO) policy processes related to green economy transition under the Partnership for Action on Green Economy (PAGE) through quality work on green policy assessment and methodological improvement and contributions to their international conferences;

- Strengthen the application of the tools developed by GE over the past several years, in particular, the Japan 2050 Low Carbon Navigator and the analytical tool (web interface) and database developed for Sustainable Development Goals (SDG) indicators through publications networking and outreach activities;
- Continue to manage the secretariat function and strengthen the foundation of a business group including its membership, policy proposals and dialogues and communication / outreach activities. Policy research on carbon pricing will be implemented and the very latest information for climate briefings targeting the business leaders in Japan will be provided.
- Organise the International Research Network for Low Carbon Societies (LCS-RNet) 8th Annual Meeting at Wuppertal Institute (WI) in September 2016 in conjunction with WI's 20th commemorative events and an international conference on transition research, and explore cooperation with some research institutes in Europe on "Connecting Research to Society for better Impact" on this occasion, with possible research funds from European Union (EU).

Business and Environment (Kansai Research Centre (KRC))

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

Integrated Policies for Sustainable Societies Area (IPSS)

- Help finalise a memorandum of understanding (MOU) between Kawasaki and Bandung city. The MOU will enable regular cooperation on waste management, air quality management and other shared concerns. The IPSS cities team will expand the regional and substantive scope of this work to include analyses of subnational low-carbon strategies as well as subnational SDG implementation/data in Indonesia, Japan, the Philippines and India. The results of these efforts will be highlighted in IGES policy reports and/or policy briefs and databases. Those knowledge products will be shared at Habitat III.

- Work with policymakers in Korea, Thailand, the Philippines, India and Indonesia to identify national and subnational readiness conditions for SDG implementation. The results of this work will not only be shared with the Japanese government during the course of commissioned work and preparations for the G7 Environment Ministers' meeting to understand prospects and needs for SDG implementation in Asia, but the results will also contribute to a symposium to be organised by Sustainable Development Solutions Network (SDSN) Japan in April 2016. Efforts will be made to provide training and capacity building for policymakers, companies and development agencies on SDGs implementation in Asia.
- Work with policymakers to develop a *Regional Assessment on Atmospheric Pollution in Asia*. The team will also conduct a "training of the trainers" capacity building on co-benefits in China and possibly other countries in Asia. IGES researchers will also work with policymakers in Cambodia, Lao PDR and Viet Nam to develop a proposal for gender sensitive climate finance; strengthen engagement between women's organisations and climate agencies; and mainstream gender into climate policies.

Sustainable Cities (Kitakyushu Urban Centre (KUC))

- Continue support in developing integrated waste management both at national and local levels in FY2016 through support to policy development and capacity development activities;
- Design and implement selected JCM studies in energy and solid waste management in Surabaya (Indonesia), Rayong (Thailand), and Iskandar (Malaysia) in collaboration with Kitakyushu City and other related stakeholders; and.
- Develop a booklet on energy related issues in Kitakyushu as an input to the G7 Kitakyushu Energy Ministerial Meeting in May.

Regional Centre (Bangkok)(BRC)

- Contribute to organising the 5th Asia Pacific Adaptation Network (APAN) Forum in Sri Lanka in October 2016; continue maintaining the APAN website; assist developing an adaptation training programme in cooperation with Asian Institute of Technology (AIT)-Regional Resource Centre for Asia and the Pacific (RRC.AP) and Climate Change International Technical and Training Center (CITC)-Thailand Greenhouse Gas Management Organization (TGO), by taking advantage of the training modules developed by the U.S. Agency for International Development (USAID) Adapt Asia-Pacific and synthesising knowledge

accumulated by past APAN activities as a way-forward activity of APAN and Adapt Asia-Pacific; continue collaborate with the main contractor of Adapt Asia-Pacific, to jointly apply for a succeeding adaptation programme of USAID;

- Continue cooperating with USAID Mekong Partnership for the Environment (MPE) which aims to improve the environment of the five countries in the Lower Mekong Region to develop a regional guideline for public participation in Environmental Impact Assessment (EIA) by assisting the Regional Technical Working Group; start implementing US Environmental Protection Agency (US EPA)-funded four-year programme on strengthening EIA in the Lower Mekong Region with MPE; provide EIA-related inputs to the 36th Annual Conference of the International Association for Impact Assessment (IAIA16) in Nagoya, Japan, in May 2016; develop new twinning projects for air quality management in the region with the ADB;
- The UNFCCC Regional Collaboration Centre (RCC) in Bangkok continues supporting implementation of Nationally Determined Contributions (NDC) in selected countries; collaborate strategically with the CITC-TGO, in organising capacity building workshops and training; continue support assessing low-carbon technology transfer possibilities in selected countries;
- Implement the Year 3 Association of South-East Asian Nations (ASEAN) Environmentally Sustainable Cities (ESC) Model Cities Programme in eight countries with particular focus on evaluation of environmental and social improvements with locally available indicators linked to SDGs and disseminate the findings by organising the 8th High Level Seminar on Environmentally Sustainable Cities in Bangkok, Thailand, in early 2017; develop cooperation relationship with new partners including the C40 Cities Climate Leadership Group (C40)¹, Sustainable Cities programme of the GEF and others; and
- Provide seminars/workshops organising services in Bangkok in collaboration with other IGES groups in view of establishing an income generation system; issue IGES project-related opinion pieces to the news media strategically; and finalise the UNEP Asia-Pacific Regional Assessment: Global Environment Outlook 6, 2016.

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

Beijing Office (BJG)

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

Tokyo Office

- Continue providing a venue for IGES staff to hold meetings with key stakeholders and improve services;
- Continue operating Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) Technical Support Unit-Asia Pacific (TSU-AP).
 - For regional assessment activities, complete the first Order Draft by middle of May, review by external experts by early July, and dispatch co-chairs and coordinating leading author (CLA) to the second regional authors' meeting in August (Bonn), and
 - For capacity development for assessment and policy development process, conduct the following activities with funding from Convention on Biological Diversity (CBD) Japan Fund and in collaboration with Asia-Pacific Network for Global Change Research (APN): integrate indigenous local knowledge (ILK) into the regional assessment, input the results scenario analysis and modelling assessment to the regional assessment, and provide policymakers with knowledge in collaboration with APN and
- Continue assisting IGES Senior Fellows/Fellows in their implementing projects.

2.3. Strategic Operations

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

Strategic Planning and Coordination

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

Coordination of Flagship Products

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

Knowledge Management

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

Capacity Development and Education

Capacity Development

- Assist NRE in developing Adaptation Initiative capacity building/training programmes;
- Collaborate with IPBES Technical Support Unit (TSU) for developing capacity building/training programmes;
- Collaborate with CITC-TGO, JICA, and LCS-RNet for developing capacity building/training programmes;
- Organise/facilitate support for ADB Asia Leadership Programme 2017; and
- Develop new e-learning materials and products.

Education

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

- Engage in Education for Sustainable Lifestyles programmes under the 10YFP on SCP programme on Sustainable Lifestyles and Education;
- Implement project under the United Nations Educational, Scientific, and Cultural Organization (UNESCO) Global Action Programme (GAP) partner network;
- Provide research and support services for MOEJ's Office of Environmental Education for bilateral collaboration with US EPA;

- Conduct research project under the Global Environmental Education Partnership; and
- Conduct Social Learning research project under SCP Suishinhi component on Case studies for Low Carbon Living at the local level.

Quality Management of Research Outputs

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

Networking

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

Outreach

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

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

Fundraising

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

3. FY2016 Management Plan

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

3.1. Human Resources Management (HR)

(1) Strive for appropriate staffing to level workloads

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

(2) Assist capacity development of employees to increase productivity

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

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

Following the HR policy in line with the basic policy envisaged in the MLS (2016-2025) of IGES, necessary amendments of IGES regulations concerned will be made to realize a flexible HR system, so as to timely respond to business needs. In addition, a new salary system will be designed whereby compensation is closely linked to business responsibilities. Based on the above, the preparation will be made for the 7th phase recruitment scheduled in the autumn of 2016.

3.2. Accounting (AC)

(1) Conduct appropriate management towards sound financial balance

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

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

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

(3) Maintain sound financial status

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

3.3. General Affairs (GA)

(1) Raise All-IGES administrative efficiency

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

7th Phase, in-house workshops to improve operational efficiency will be held for Assistant staff.

(2) Strengthening of the legal system

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

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

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

(4) Contribution to local governments

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

4. Budget Outline for FY2016

4.1. Overall Policy

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

4.2. Major Measures to Improve Financial Performance

Income Side

- Strategic fund raising

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

- Ensuring quality of external funds

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

Expenditure Side

- Effective use of core fund

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

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

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

4.3. Outline of FY2016 Budget

In FY2016, IGES will successfully secure its core financial resources, expecting the same amount of contribution (JPY 500 million) from the Ministry of the Environment, Japan as in FY2015, as well as the support from local governments despite its slight decrease. Optimizing this core fund while effectively implementing the above mentioned measures, the following actions will be taken to achieve a sound financial balance so as to secure the resource for investment in building up a good basis for the Seventh Phase.

Income

- Obtain the same amount of external funds, or more, as in FY2015 so as to maintain the business volume
- Secure external funds of good quality paying attention to the volume of internal reserves

Expenditure

- Maintain the same level of personnel costs as in FY2015.
- Reduce operating costs³ by 10% from FY2015 by partly internalising the work
- Reduce administrative costs⁴ by 4% from FY2015
- Secure investment resources of JPY50 million for the Seventh Phase

This is a provisional budget for FY2016, and the final budget⁵ should be submitted to the Board of Trustees and Directors Meetings in June 2016, based on the updated information of external funds with more specified financial improvement measures.

³ Excluding the outsourcing costs for joint implement organisers

⁴ Excluding the costs for facilities, utilities and taxes

⁵ FY2016 will be an irregular year which consists of 15 months in order to adjust for the change of business year from FY2017.

Summary Table: Basic Strategy of the Business Plan FY 2016

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

5. OTHER BUSINESS UNITS

5.1. Activities of the Technical Support Unit (TSU) for the Intergovernmental Panel on Climate Change (IPCC) -Task Force on National Greenhouse Gas Inventories (TFI)

The TSU for IPCC-TFI provides scientific, technical and organisational support to the TFI under the supervision of the TFI Bureau (TFB) to fulfil the following two objectives. The activities planned for FY2016 are explained in 1.1-1.5 below.

- To develop and refine an internationally-agreed methodology and software for the calculation and reporting of national greenhouse gas (GHG) emissions and removals;
- To encourage the widespread use of this methodology by countries participating in the IPCC and by signatories of the United Nations Framework Convention on Climate Change (UNFCCC).

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

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

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

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

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

The IPCC TFI commenced technical assessment of IPCC inventory guidelines in 2015 with a view to assessing the maturity of scientific advances and the availability of new data since the 2006 IPCC Guidelines to support the refinement or development of methodological guidance

on national greenhouse gas inventories. In FY2016, the TSU will continue managing the implementation of technical assessment by organising relevant expert meetings, and will also continue assisting the TFB in considering the TFI's future work plan for production of a methodological report(s). Subject to approval by the IPCC at its 43rd Session in April 2016, the TFI may start production of new report(s) during FY2016.

(4) Collaboration with Other Organisations

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

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

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

(1) Regional Research Programme

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

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

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

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

(3) International Forum/Symposium/Workshop

i. Sub Regional Committee (SRC) Meeting

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

ii. Science-Policy Dialogue (SPD)

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

iii. Proposal Development Training Workshop (PDTW)

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

iv. Activities Jointly Organised and Conducted with Hyogo Prefectural Government

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

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

(4) Other

i. Inter-Governmental Meeting and Other Meetings

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

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

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

(1) Research Projects

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

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

(2) Capacity Building

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

(3) Interaction

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

(4) Dissemination and Public Awareness

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