

**Integrative Strategic Research Programme
for the 7th Phase (ISRP7)**

FY2017 (Year 1)

Business Plan

May 2017

Institute for Global Environmental Strategies

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Integrative Strategic Research Programme for the 7th Phase (ISRP7)

1. About ISRP7

The Integrative Strategic Research Programme for the 7th Phase (ISRP7) of the Institute for Global Environmental Strategies (IGES) launches in July 2017 for a four-year implementation period. ISRP7 is built upon IGES's Medium-to-Long Term Strategy 2016-2025 (MLS), which was approved by the Eighth Board of Trustees meeting in February 2016.

IGES intends to be a leading agent of change in Asia and the Pacific through intellectual inputs, mainly based upon its strategic research. Given the two important international agreements that have been agreed in 2015, namely the 2030 Agenda for Sustainable Development including Sustainable Development Goals (SDGs) and the Paris Agreement, strategic research in coming years is likely to focus upon effective implementation. Quantitative analysis and data management with partner research institutes, and new models of governance based upon the concept of “global partnership” at all levels could be important areas for the institute.

In this connection, IGES recognises it is critical to strategically use the core fund to invest, select and conduct identified activities that can run throughout the phase to develop key expertise within IGES for in-depth policy analysis and send out influential messages. Utilising the core fund, a more programmatic approach should be explored where pooled resources can leverage collaborating partners' resources for larger impacts, and most effective forms of knowledge products or activities can be identified, where IGES has advantages over other organisations, to induce impacts. IGES will implement its strategic research programme with multiple groups at its head office and satellite offices, namely:

- **Three Issue Areas:** Climate and Energy, Natural Resources and Ecosystem Services, and Sustainable Consumption and Production
- **Two Functional Centres:** Centre for Strategic and Quantitative Analysis, and Centre for Sustainability Governance
- **Three Taskforces:** City, Finance, and Business
- **Five Satellite Offices:** Kansai Research Centre, Kitakyushu Urban Centre, Bangkok Regional Centre, Beijing Office, and Tokyo Sustainability Forum

At the same time, IGES renews its operation and management mode that enables more efficient and effective support for the implementation of the programme. From 1 July 2017, the former Secretariat

and the Programme Management Office (PMO) will be merged to create a Strategic Management Office (SMO) not only to provide institute-wide planning and management functions but also to shape and lead strategic research and policy analysis, development of business opportunities and effective communications through strategic engagement with stakeholders. SMO consists of three sections:

- **SMO:** Knowledge and Communications, Research and Publications, and Planning and Management,

The MLS states the aspirational goal of IGES as becoming one of the top 10 institutes in the world within 10 years as a leading agent of change by developing new models to generate value added knowledge through co-design, co-production and co-dissemination processes. FY2017 marks the first year of the 7th Phase to proceed to that goal.

2. Overall key targets

2.1. Intended impacts

IGES continues to identify and report what it believes to be part of its influence or achievement. Under the ISRP7 targets, IGES sets an overall FY2017 target as: **Approximate 25 impact cases will be reported each year with a variety of types and degrees¹ of observed ‘outcomes/impacts.’** IGES uses this reporting process as a stepping stone to further develop and refine its influencing strategies through effective engagement with stakeholders to achieve IGES missions. This business plan sets additional targets utilising other indicators as presented in Table 1 to see how well IGES’s knowledge products are reaching targeted stakeholders and general public. IGES will continue to make efforts in strengthening media relations by improving the IGES website and publication database for effective dissemination of IGES knowledge products. Past achievements regarding these additional targets are presented as a reference in Table 2 and Figure 1 and 2.

From FY2017, the Knowledge and Communications section of the SMO with expanded capacity will be accountable for impact/outcome generation of the institute through taking leadership in coordinating, monitoring, reporting, and facilitating key impact generation activities together with all groups of IGES, while establishing appropriate environments and networks for effective knowledge collaboration, co-learning and co-generation among strategic partners.

Table 1: Other Key Targets for Impact Generation for FY2017

Indicator	FY2017 target
Media coverage (newspapers, magazines, TV/radio broadcasts, web-media)	250 in total
IGES website viewership ¹⁾	775,000
IGES publication downloads	250,000 in total

1): IGES plans to renew some parts of its website with the launch of the Integrative Strategic Research Programme for the 7th Phase, which may have negative impacts during renewal.

¹ A seven tiers as follows: 1) Outputs, 2) Outreach, 3) Outcome Level 1 – recognition of IGES expertise, 4) Outcome Level 2 – support for expanding IGES initiative and/or request for follow-up, 5) Outcome Level 3 – uptake of IGES proposal and/or acted upon by target stakeholders, 6) Impact Level 1 – changes in policy, planning or practice, 7) Impact Level 2 – changes in wider society (IGES *Medium-to-Long Term Strategy 2016-2025 (MLS)* 2016).

Table 2: Total Number of Media Coverage in the Past

Language	FY2012	FY2013	FY2014	FY2015	FY2016 ¹⁾
Japanese	90	104	117	199	176
Other languages	12	22	34	97	33
Total	102	126	151	296	209

1): April 2016-March 2017. The final numbers for IGES FY2016 will be reported for April 2016-June 2017 (15 months).

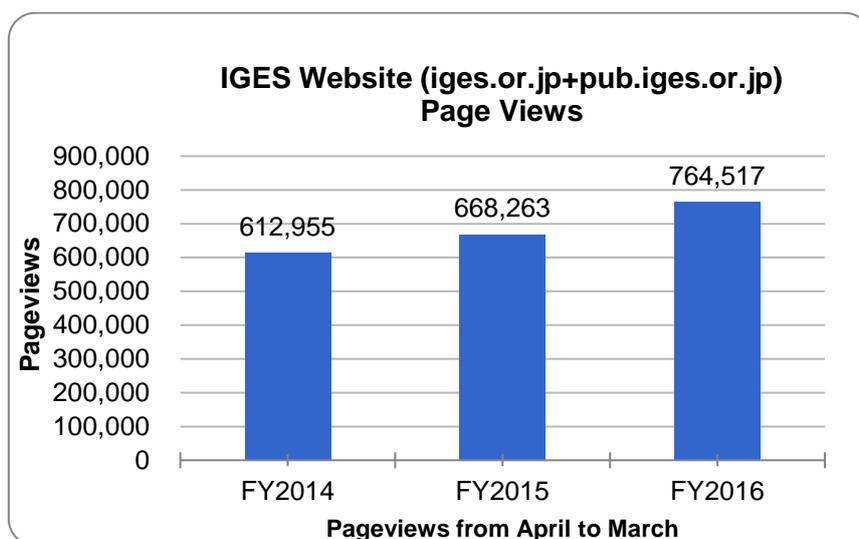


Figure 1: IGES Website Page Views (FY2014-16)

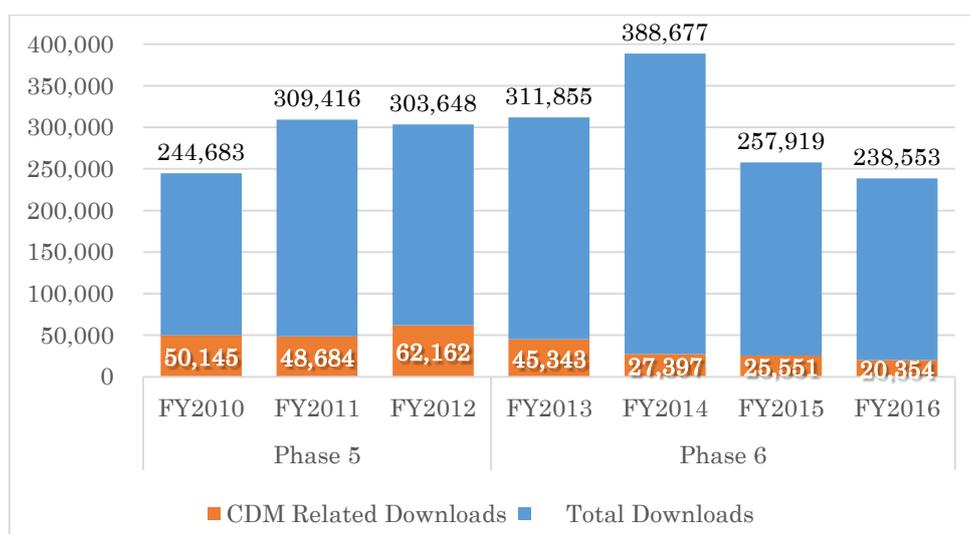


Figure 2: Downloads of IGES Publications (FY2010-FY2016)

Note: The counting methodology was changed mid-2016 to ensure more accurate figures.

2.2. Outputs

IGES intends to be a leading agent of change in Asia through intellectual inputs, mainly based upon its strategic research. Results of strategic research should be also published in a timely manner through appropriate channels so that target stakeholders become interested. Outputs themselves are not usually considered to be impacts, but are important as tools for generating impacts.

A total of 100 policy and research outputs should be produced each year during the 7th Phase. These outputs include policy reports or discussion papers, policy analysis, research reports, working papers, books, book chapters, as well as some shorter outputs such as policy briefs (policy recommendations) and issue briefs (basically synthesis). They also include similar outputs jointly produced with researchers in partner institutes and as products of networks of partners. In addition, 30 peer reviewed journal articles should be produced each year. During the 6th Phase, IGES published an average of about 85 policy and research outputs and 30 peer reviewed journal articles per year (Figure 3). Therefore, compared to the results in the 6th Phase, the ISRP7 targets are somewhat more ambitious than the average annual result but close to the highest level in the last few years.

The FY2017 publication plan as of April 2017 indicates that the number of envisaged outputs for policy and research outputs are higher than the target, although the number of currently planned peer reviewed journal articles is only half of the target (Table 3). Although it is often difficult to predict how many peer-reviewed journal articles are to be produced, further efforts will be made to achieve the target of 30 articles. The preparation for White Paper 6 to be published in time for ISAP 2019 will be also launched.

Huge fluctuations in outputs observed in FY2017 as shown in Figure 3 indicate IGES's weak governance to ensure planned outputs. Therefore, the Research and Publication section of SMO will lead in ensuring the quality and quantity of outputs (research/policy papers and other outputs) planned every year to meet the targets set in the ISRP7.

Table 3: Outputs Targets for FY2017

Indicator		Target	Publication plan (as of April 2017)
Priority outputs	Flagship outputs focusing on climate and SDGs (for IGES 20th Anniversary)	2	2
	Twenty Year History of IGES (for IGES 20th Anniversary)	1	1
	Timely output on climate	1	1
	Timely output on SDGs	1	1
	Contribution to GEO6	2	2
Written policy and research outputs		100	105
Peer reviewed journal articles		30	15

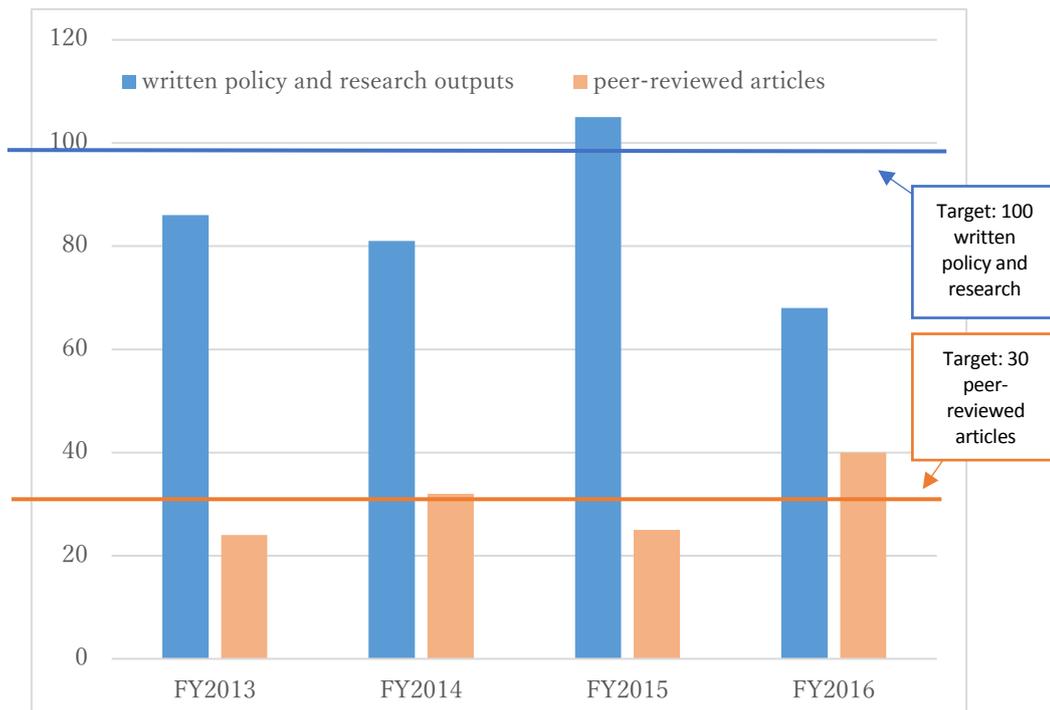


Figure 3: Sixth Phase Written Policy and Research Outputs Compared to 7th Phase Targets

2.3. Management

With the creation of SMO, IGES will take a more integrated approach from planning to results i.e. outputs, outcomes/impacts. The Planning and Management section of SMO will be responsible for sound management of finance and other key resources of the institute. Table 4 presents selected key targets proposed for FY2017 to meet the targets set for the 7th Phase.

Table 4: Management-related Targets for FY2017

Indicator	FY2017 target
(1) Contribution from the Ministry of the Environment, Japan (MOEJ) ('IGES core fund')	JPY 500 million
(2) Volume of external funds	JPY 2.2 billion
(3) Ratio of project financial value-added (FVA) [JPN] in the external funds in total [JPN] ¹⁾	47%
(4) Ratio of international external funds [JPN] in the external funds [JPN] ²⁾	25%
(5) Ratio of general administrative cost ³⁾ [JPN] in the total expenditure [JPN]	Around 13%
(6) Ratio of administrative staff ⁴⁾ in total staff ⁵⁾	20%
(7) Reduction of overtime (index)	60 (2016=100, expense-based)
(8) Improvement in the efficiency of IGES internal decision making ⁶⁾	over 30%

1): IGES applies the concept of a “value-added” to the externally funded project or group level (when aggregated) financial management (namely “project financial value-added” or ‘project FVA’). Project FVA is calculated as: revenue less project operating expenditures such as outsourcing and travel costs. This is the amount available for personnel and other expenditures necessary for IGES strategic research and operations. The ratio of project FVA to the total project revenues (project FVA ratio) is used for an indicator for the fund availability for IGES’s strategic activities.

2): At the exchange rate of April 2017

3): HQ building rental fee is excluded because it is fully subsidised by the local government.

4): Administrative staff members correspond to the staff in the Planning and Management section of the SMO and those who are engaged in administrative work in satellite offices.

5): IGES Fellows and temporary staff are excluded from total staff numbers.

6): Intend to achieve through various measures (simplifying the approval process itself, introducing online application procedures, and improving document retrievability). As proxy indicators, the number of paper-based approvals and/or the number of people involved in decision-making process may be used.

3. Overall Resource Plan

3.1. Resource Utilisation Policy

The scale of IGES operations will be maintained at the similar level as that in FY2016. The core fund from the Ministry of the Environment, Japan (MOEJ) is secured to the amount of JPY500 million, and the total volume of the other external funds is slightly less. Thus, the final balance will be made with an increased project FVA ratio of externally funded projects and other saving measures. An overview of the FY2017 budget and major funding sources are presented in Table 5 and Figure 4, respectively. Figure 4 indicates the increase in the ratio of international funds to the total external funds. Past and ongoing efforts to fundraise from international sources have contributed to this increase. The detailed resource utilisation policy is presented below.

Table 5: Overall Budget for FY2017 Business Plan

	FY2016 (Budget)	FY2017 (Budget)	JPY million 2017-2016 (Difference)	
			volume	%
Revenue				
MOEJ Contribution	500	500	0	0%
Deposits for Promoting Strategic Initiatives	30	30	0	0%
External Funds (project based) (a)	2,318	2,156	-162	-7%
Subsidies from Local Gov.	350	350	0	0%
Others	39	36	-3	-8%
Total Revenue	3,237	3,072	-165	-5%
Expenditure				
Operating costs for externally funded projects (b)	1,272	1,138	-134	-11%
Operating costs for IGES own initiatives	95	130	35	+37%
Personnel Costs	1,261	1,205	-56	-4%
Administrative Costs	609	579	-30	-5%
Contingency for transition to 7th Phase		20	20	
Total Expenditure	3,237	3,072	-165	-5%
Balance	0	0		
Ratio of administrative cost* in the total expenditure	13.6%	13.3%		
* HQ building rental fee of JPY 196 million is excluded from both administrative cost and total expenditure.				
Project Financial Value-Added (FVA) (a)-(b)	1,046	1,019	-27	
Project FVA Ratio((a)-(b))/(a)	45%	47%	2 point	

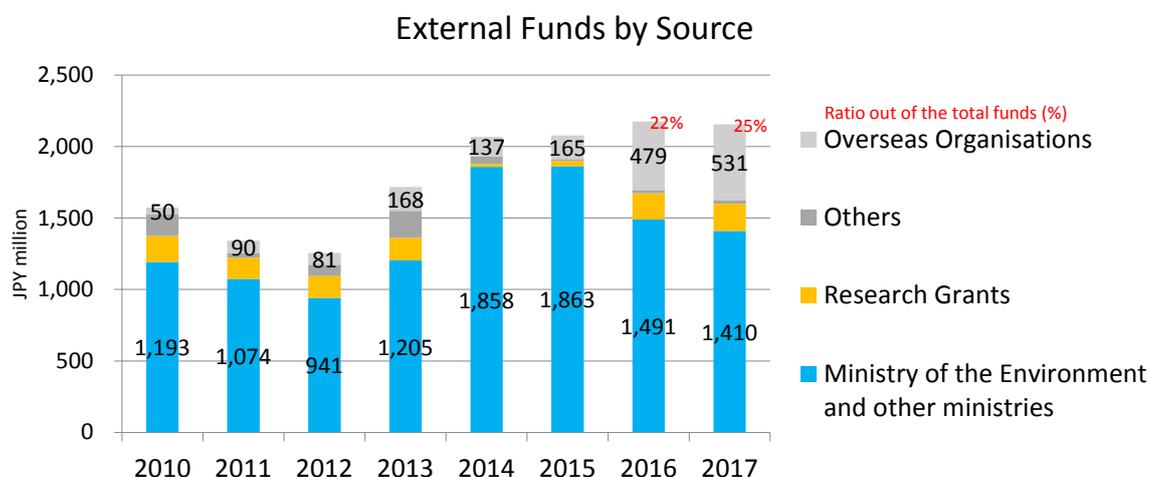


Figure 4: External Funds Breakdown

(1) Strategic use of funds

IGES receives funds from multiple sources: contribution from the Ministry of the Environment, Japan (JPY500 million for FY2017, ‘IGES core fund’), subsidies from sub-national governments, and those for project implementation from various funding sources. It is important for IGES to effectively utilise these funds, especially the portion where IGES has discretion. IGES defines the sum of the discretionary portions of available funds as an ‘extended core fund²’ and carefully plans its use.

- Allocate IGES’s ‘extended core fund’ for strategic research and operations as Table 6 indicates. As presented in Table 7, expanded Strategic Research Fund and Strategic Operation Fund of the institute coupled with other measures will support priority areas such as:
 - All-IGES activities such as International Forum for Sustainable Asia and the Pacific (ISAP), Flagship papers preparation, and IGES priority communications activities,
 - Activities that strengthen the engagement with non-state actors such as cities, the

² Calculated as the sum of the contribution from the MOEJ (‘IGES core fund’), the discretionary portion of subsidies from the sub-national governments, IGES’s deposit for Promoting Strategic Initiatives, and the sum of the total project FVA less earmarked personnel cost and consumption tax.

private sector, financial institutes, and

- Areas to strengthen IGES research competences expected to contribute to addressing priority issues such as realization of low/zero-carbon societies and implementation of SDGs.

Table 6: Strategic Use of extended Core Funds

Strategic Use of extended Core Funds

FY2017

								JPY million	
	Total	Management and Administration	Satellite Management	Non-research Staff	Research Staff	Own Initiatives	Contingency for transition**	For Administrative Use	For Strategic Use
Extended Core Funds*	717	130	43	213	181	130	20	396	321
Ref: Project FVA for earmarked personnel costs and consumption tax	884	84			800			84	800

FY2016

Extended Core Funds*	723	152	43	325	108	95		520	203
Ref: Project FVA for earmarked personnel costs and consumption tax	905	90			815			90	815

Difference between FY2016 & FY2017 on use of Extended Core Funds

	-124	118
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* Calculated as the sum of the contribution from the MOEJ ('IGES core fund'), the discretionary portion of subsidies from the sub-national governments, IGES's deposit for Promoting Strategic Initiatives, and the sum of the total project FVA less earmarked personnel cost and consumption tax.

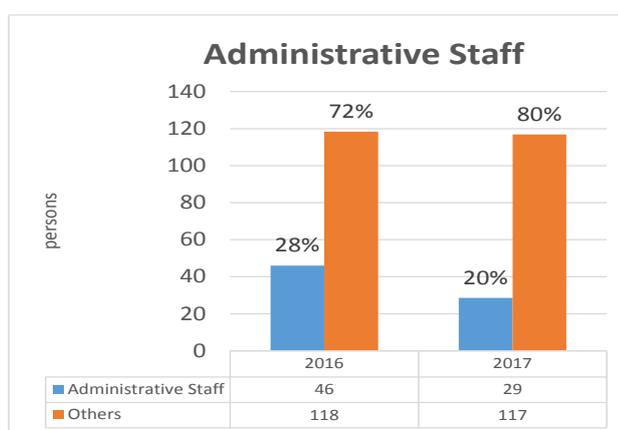
** Contingency for transition is halved into both Administrative use and Strategic use.

Table 7: IGES own Initiatives Breakdown

JPY million

Major Items	2016 Budget	2017 Budget
Strategic Research Fund	19	35
Strategic Operation Fund	13	29
ISAP	25	25
Outreach	7	7
Flagship	5	5
E-learning	5	5
Networking and other operations	21	24
Total	95	130

- Shifting resources from indirect to direct activities through the following measures:
 - Create a slimmer management body (SMO) by integrating necessary functions of PMO and the Secretariat. The number of staff mainly engaged in management work³ was reduced in FY2017 by nine staff from FY2016.
 - General administrative costs and other indirect expenditures are substantially lower compared to those of the previous year, through introducing streamlining internal procedures, pooling systems, and clearer responsibilities for key staff members. (Figure 5 and Table 8 in the Planning and Management section of SMO below)



Administrative staff members correspond to the staff in the Planning and Management section of the SMO and those who are engaged in administrative work in satellite offices.

Figure 5: Ratio of Administrative Staff (FY2016-FY2017)

- Allow staff to spend more time to conduct works directly linked to strategic research and operations for impact generation, including networking, capacity development, knowledge management, and outreach.
- Strengthen project management supported by internal investment facilities through identifying both substantial and financial targets under the appropriate monitoring and review mechanisms to be managed by SMO so as to achieve the goals within the 7th Phase.

³ Management staff members in FY2017 correspond to the staff in the Planning and Management section of the SMO in FY2017; and those in FY2016 correspond to the staff in the Planning and Coordination section of the PMO and Secretariat

- Simplify internal approval processes through, among others, improved IT systems to promote smart office wherein indirect operations are more streamlined.

(2) Capturing and creating business opportunities

- Maintain and activate dialogues with potential funders and partners for new externally funded projects.
- Explore a new mode of operations of IGES (for-profit activities that serve public interest), including establishing a business arm in the near future.
- Increase project FVA up to 47% by getting externally funded projects with higher project FVAs, reducing outsourcing, and utilizing internal capacity such as conference services and capacity development opportunities coordinated and facilitated by the Knowledge and Communications section of SMO created in ISRP7.
- Strengthen a clearing house function in the SMO to support more integrated fundraising, thereby increase opportunities for large-sized funds from international financial funding sources.

(3) Strengthening the institutional base for improved performance

- Create three sections in the SMO to strengthen accountability to BOD/BOT by ensuring that the three key targets for the institute are met, i.e. impact generation, outputs, and efficient management.
- Create a category of “Professional Staff Member” in order to secure highly motivated individuals with capacities necessary for conducting strategic research and operations of IGES.
 - The Professional Staff members, a newly established staff category in the 7th Phase, will professionally deal with the international and substantial activities for impact generation. Many staff members of the 6th Phase will become and serve as the Professional Staff members including some of the administrative staff to assume higher responsibilities. Under these upgraded managers with clear responsibilities, the indirect work will be reduced through streamlining internal procedures and abolishing overlapping works. In addition, some administrative staff members will serve like a one-stop support centre, which will enable seamless coordination between research/operation units and the SMO.
- Introduce a tenure appointment system to secure core human resources and strengthen long-term institutional capacities.

3.2. Uncertainties in implementing FY2017 plan

Given a few assumptions and uncertainties involved in the overall budget plan presented in Table 5, we set out below a few important points to be taken into account for the flexible implementation of the FY2017 budget.

- In case the external funds increase, priorities are to be given to promotion of IGES own initiatives, particularly for the Strategic Research and Operation Fund.
- In case project FVA could not be raised as expected, items to be reduced would be administrative costs, particularly large spending items. In this respect, it should be stressed that potential cost reduction measures through internal procedural improvements and pooling systems, as well as potential revenue generating activities through a business arm are critical.
- Further examination is needed on the total number of administrative staff and their allocation so that IGES research and operations are more efficiently supported.
- Also further examination is needed on the expenditures associated with various types of IGES fellows and international desks in India and Indonesia.

4. Intended impacts, major outputs, and resource allocation by group in FY2017

The intended impacts, major outputs, and planned resource allocation (financial and HR) are summarised for each group. Financial allocation mainly indicates the expected amount of revenues raised from external funds and the portion that IGES receives as ‘project financial added-value in the revenues (as of 21 April).’ HR allocations also present an indicative staffing plan, based on the IGES recruitment plan (as of 21 April). Resource allocation is tabulated in the format below. Detailed intended impacts, implementing strategies to generate or induce those impacts, and activities by each group are presented in the Annex.

Resource allocation (example)

Total expected revenues from external funds for project implementation ¹⁾	[Million yen]
Sum of the ‘project financial value-added (FVA) and the ratio to the expected revenues	[Million yen] [%]
Approximate total of personnel budget (Professional Staff) ²⁾	[Million yen]
Staff composition ³⁾	[person]

1): Includes personnel, operating costs and general administrative costs. External funds include subsidies from local governments earmarked for research activities. Figures are those registered to the accounting section.

2): Exclude staff to be determined.

3): Indicative and to be determined

4.1. Three Issue Areas

4.1.1. Climate and Energy (CE)

(1) Intended impacts

- The Paris Agreement is operationalised
- Materialisation of Greenhouse Gas (GHG) emission reductions through implementation of the Joint Crediting Mechanism (JCM)
- Political and social debates on carbon pricing in Asia are progressed
- Climate policy is developed by offering visualised pathways to decarbonisation

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	2
	Policy briefs, issue briefs	1
	Peer-reviewed journal articles	1
	Data, tool, video, training materials, etc.	21

(3) Resource allocation

Resource allocation (CE)

Total expected revenues from external funds for project implementation		364 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		132 [Million yen] 36 [%]
Approximate total of personnel budget (Professional Staff Member)		99 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Research Leader (1.5) Programme Manager (2) Research Manager (1) Professional Staff and other relevant staff (7)	Total 12.5 [person]

4.1.2. Natural Resources and Ecosystem Services Area (NRE)

(1) Intended impacts

- Increased knowledge, support and incentives for landscape and ecosystem management
- Increased integration of policies and planning across sectors that impact land and natural resources
- Strengthened community resilience through development of local institutions, capacities and services
- Increased provision of scientific data, knowledge and tools for biodiversity conservation and adaptation planning
- Improved water quality through effective policy frameworks for pollution control
- Increased support and incentives for sustainable natural resource management through responsible markets and businesses

Please refer to the Annex for intended sub-impacts.

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	21
	Policy briefs, issue briefs	6
	Peer-reviewed journal articles	6
	Guidelines and Submission to policy processes	3
	Data, tool, video, training materials, etc.	2

(3) Resource allocation

Resource allocation (NRE)

Total expected revenues from external funds for project implementation		247 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		114 [Million yen] 46 [%]
Approximate total of personnel budget (Professional Staff Member)		142 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Research Leader (0) Programme Manager (4) Research Manager (4) Professional Staff (7)	Total 16 [person]

4.1.3. Sustainable Consumption and Production (SCP)

(1) Intended impacts

- Establishment of SCP model cases towards long-term sustainability living within one planet (SCP Model Case)
- IGES/SCP is recognised as a regional policy research hub on SCP policy in Asia and the Pacific both at global and regional level (SCP Research Hub)
- Resource efficiency and the Reduce, Reuse, Recycle (3Rs) are progressed at the key international policy forum (the 3Rs) by IGES acting as knowledge catalyst
- Capacity of less developed economies in national, city and regional waste management is developed

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	24
	Policy briefs, issue briefs	1
	Peer-reviewed journal articles	4
	Guidelines and Submission to policy processes	8
	Data, tool, video, training materials, etc.	1

(3) Resource allocation

Resource allocation (SCP)

Total expected revenues from external funds for project implementation		375 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		142 [Million yen] 38 [%]
Approximate total of personnel budget (Professional Staff Member)		107 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (2) CCET Director (1) Programme Manager (2) Research Manager (2) Professional staff and other relevant staff (7)	Total 14 [person]

4.2. Two Functional Centres

4.2.1. Centre for Strategic and Quantitative Analysis

(1) Intended impacts

- Policymakers are better informed on SDGs and effective policy implementation at both the national and city levels
- Transformational changes needed to achieving the long-term mitigation targets and the SDGs are materialised
- Measurement of the progress made in achieving the 2030 targets for climate change and for the SDGs is enhanced by effective data and indicators

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	7
	Policy briefs, issue briefs	1
	Peer-reviewed journal articles	2
	Data, tool, video, training materials, etc.	1

(3) Resource allocation

Resource allocation (Centre for Strategic and Quantitative Analysis)

Total expected revenues from external funds for project implementation		15 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		8 [Million yen] 57 [%]
Approximate total of personnel budget (Professional Staff Member)		55 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (0) Research Leader (1) Programme Manager (0) Research Manager (2) Professional Staff (3) Research Advisor (1)	Total 7 [person]

4.2.2. Centre for Sustainability Governance

(1) Intended impacts

- A more integrated and inclusive approach to implementing the SDGs is adopted at least 3 countries (and cities)
- SDGs are mainstreamed into their core operations and planning processes in at least 3 Japanese cities, businesses, and civil society organisations (CSOs)

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	6
	Data, tool, video, training materials, etc.	4

(3) Resource allocation

Resource allocation (Centre for Sustainable Governance)

Total expected revenues from external funds for project implementation		126 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		50 [Million yen] 39 [%]
Approximate total of personnel budget (Professional Staff Member)		62 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (0) Research Leader (1) Programme Manager (2) Research Manager (2) Professional Staff (2)	Total 7 [person]

4.3. Three Taskforces

4.3.1. City Taskforce

(1) Intended impacts

- Capacity of cities to incorporate SDGs into city planning and implementation is enhanced.
- Cities developed carbon neutral strategies or conducted multi-benefit activities towards sustainable society.

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	5
	Policy briefs, issue briefs	5

(3) Resource allocation

Resource allocation (City Taskforce)

Total expected revenues from external funds for project implementation		69 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		36 [Million yen] 52 [%]
Approximate total of personnel budget (Professional Staff Member)		53 [Million yen]

Staff composition (Professional Staff Member)	Programme Director (2) Programme Manager (2) Research Manager (1) Professional Staff (0)	Total 5 [person]
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4.3.2. Finance Taskforce

(1) Intended impacts

- SDG finance tracker is developed in the Asian region by establishing a database on flow of SDG-aligned finance or SDG finance
- Finance shift by Japanese companies to low-carbon/resilient investment using pressures from overseas investors is enhanced by IGES acting as a Facilitator on climate engagement between overseas investors and Japanese companies
- A mechanism to promote financing low-carbon/adaptation technology development and transfer in Asian region is established by developing innovative technologies through financing

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	9
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(3) Resource allocation

Resource allocation (Finance Taskforce)

Total expected revenues from external funds for project implementation	TBD [Million yen]
Sum of the project FVA and the ratio in the total expected revenues	TBD [Million yen] TBD [%]
Approximate total of personnel budget (Professional Staff Member)	30 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Programme Manager (1) Professional Staff (1.5) Total 3.5 [person]

4.3.3. Business Taskforce

(1) Intended impacts

- Positive business voices are delivered to the policymaking processes.
- Corporate individual actions to fulfill their ambition to transition to decarbonisation is increased and accelerated.
- Leading companies have joined forward-looking business groups and momentum generated among the business community.

(2) Major outputs

Major planned outputs	Guidelines and Submission to policy processes	5
	Business briefings	12

Note: Besides those listed above, intended outputs include partnership development between global corporate leadership initiatives and production of media articles.

(3) Resource allocation

Resource allocation (Business Taskforce)

Total expected revenues from external funds for project implementation		85 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		61 [Million yen] 72 [%]
Approximate total of personnel budget (Professional Staff Member)		46 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Programme Manager (2) Professional Staff (2)	Total 5 [person]

4.4. Five Satellite Offices and IPBES-TSU-AP

4.4.1. Kansai Research Centre (KRC)

(1) Intended impacts

- Low-carbon technology diffusion in developing countries

(2) Major outputs

Major planned outputs	Policy briefs, issue briefs	3
	Peer-reviewed journal articles	2
	Data, tool, video, training materials, etc.	3

(3) Resource allocation

Resource allocation (KRC)

Total expected revenues from external funds for project implementation		145 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		66 [Million yen] 45 [%]
Approximate total of personnel budget (Professional Staff Member)		49 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (0.5) Research Leader (0) Programme Manager (1) Research Manager (0) Professional Staff (3) Satellite Office Director and seconded staff (2.5)	Total 7 [person]

4.4.2. Kitakyushu Urban Centre (KUC)

(1) Intended impacts

- Low-carbon and resilient policies are mainstreamed into urban planning and implementation in Asian cities
- Sustainable waste management practices are evolved in Asian cities
- Green growth and sound urban environmental management are promoted in Asian cities

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	5
	Policy briefs, issue briefs	2
	Guidelines and Submission to policy processes	2
	Data, tool, video, training materials, etc.	2

(3) Resource allocation

Resource allocation (KUC)

Total expected revenues from external funds for project implementation		112 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		65 [Million yen] 58 [%]
Approximate total of personnel budget (Professional Staff Member)		53 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Research Leader (0) Programme Manager (1) Research Manager (1) Professional Staff (3) Seconded staff (1)	Total 7 [person]

4.4.3. Regional Centre in Bangkok (BRC)

(1) Intended impacts

- Increased capacities of Asia-Pacific governments to develop and implement climate change adaptation policies and projects
- Improved environmental compliance and enforcement of pollution control practices in 18 Asian member countries.
- Know-how and resources to drive clean development are adopted to create more sustainable capacity for regional engagement in climate change mitigation activities
- Improved environmental quality in Association of South-East Asian Nations (ASEAN) cities through better long-term city planning and higher capacity to implement transformative local actions, closely linked to the SDGs

(2) Major outputs

Major planned outputs	Data, tool, video, training materials, etc.	3
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Note: Besides those listed above, planned outputs include the number of publications for involved networks such as Asia Pacific Adaptation Network (APAN), Asian Environmental Compliance and Enforcement Network (AECEN) and ASEAN Environmentally Sustainable Cities (ESC) Model Programme.

(3) Resource allocation

Resource allocation (BRC)

Total expected revenues from external funds for project implementation		171 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		52 [Million yen] 30 [%]
Approximate total of personnel budget (Professional Staff Member)		48 [Million yen]
Staff composition (Professional Staff Member)	Programme Director (1) Research Leader (0) Programme Manager (2) Research Manager (0) Professional Staff (3)	Total 6 [person]

Core fund allocation for activities and office management (BRC)

Expected expenditure		25 [Million yen]
	UNFCCC Regional Collaborating Centre	4
	Office rent	5
	Service fee for accounting, legal, IT etc.	4
	Office equipment for PCs/Software/TV conference	2
	Printing	2
	Communication for phone, internet etc.	1
	Water and Electricity	1
	Insurance for travel and health	1
	Others	5

4.4.4. Beijing Office (BJG)

(1) Intended impacts

- Co-benefit of better air quality and CO2 reduction in China are promoted through city-to-city cooperation between local governments in China and Japan.
- Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	2
	Guidelines and Submission to policy processes	2

(3) Resource allocation

Resource allocation (BJG)

Total expected revenues from external funds for project implementation		168 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		75 [Million yen] 45 [%]
Approximate total of personnel budget (Professional Staff Member)		31 [Million yen]
Staff composition (Professional Staff Member)	Satellite Office Director (1) Professional Staff (2)	Total 3 [person]

4.4.5. Tokyo Sustainability Forum

(1) Main focuses and activities

Tokyo Sustainability Forum will continue facilitating impact generation with various stakeholders particularly based in Tokyo. It will host the IPBES Technical Support Unit for the Asia-Pacific Regional Assessment (IPBES-TSU-AP) and co-locate with the office of ICLEI Japan. Planned activities include: provision of work and meeting space of IGES staff and IGES partners, assistance to Senior Fellows in implementing projects, and Implementation of IPBES Japan Biodiversity Fund (JBF) capacity building projects.

(2) Resource allocation

Resource allocation (Tokyo Sustainability Forum)

Total expected revenues from external funds for project implementation		33 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		10 [Million yen] 32 [%]

Approximate total of personnel budget (Professional Staff Member)		25 [Million yen]
Staff composition (Professional Staff Member)	Satellite Office Director (1) Professional Staff (2)	Total 3 [person]

Core fund allocation office management (TKY)

Expected expenditure		22 [Million yen]
	Office rent	18
	Printing	2
	Ohters	2

4.4.5.1. IPBES-TSU-AP hosted at Tokyo Sustainability Forum

(1) Intended impacts

- The region-wide scientific assessment on biodiversity and ecosystem services in the Asia-Pacific Region is widely recognised
- Scientifically sound and policy-relevant information on Biodiversity and Ecosystem Services in the Asia-Pacific Region is reflected in policies

(2) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	1
	Data, tool, video, training materials, etc.	1

(3) Resource allocation

Resource allocation (IPBES-TSU-AP)

Total expected revenues from external funds for project implementation		62 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		22 [Million yen] 35 [%]
Approximate total of personnel budget (Professional Staff Member)		11 [Million yen]
Staff composition (Professional Staff Member)	IPBES-TSU-AP Head (1) Professional Staff (1)	Total 2 [person]

4.5. Strategic Management Office (SMO)

4.5.1. Knowledge and Communications

(1) Main focuses and activities

This section plays a key role engaging with stakeholders and as an interface between IGES and its target audiences. The section will improve the transmission and communication of IGES's expertise and provide institutional leadership in knowledge and capacity building services. Overall, this section will lead in establishing appropriate environments and networks for effective knowledge collaboration, co-learning and co-generation among strategic partners and coordinating IGES's impact/outcome generation 'accountability' (monitoring, reporting, and improvement of the process itself at IGES) with all groups while implementing section's own activities. In order to achieve these objectives, this section is structured around four pillars:

- Communications
- Stakeholder Engagement
- Capacity and Knowledge Services, and
- Overall coordination in impact accountability effort.

(2) Intended impacts

- Enhanced profile of IGES both in Japan and abroad
- IGES expertise amplified and IGES messages well-received, in two or more areas (viz. climate change and SDGs), nationally and internationally among key stakeholders and incorporated into their visions, plans and actions
- Networks and opportunities established and enhanced to advance knowledge co-learning and co-generation around low-carbon, resilient and sustainable development strategies and actions
- Events and multi-stakeholder policy processes managed for effective dissemination and achievement
- IGES's knowledge and expertise adopted and applied by target stakeholders through effect knowledge services and exchange; and targeted stakeholders gain necessary knowledge and capacity to implement practical sustainability solutions
- Sustainability innovations streamlined into policies, planning and practice

(3) Major outputs

Major planned outputs	Policy reports, research reports, chapters, papers	4
	Policy briefs, issue briefs	4
	Guidelines and Submission to policy processes	2
	Data, tool, video, training materials, etc.	19

Note: Besides those listed above, outputs include production of PR materials.

(4) Resource allocation

Resource allocation (Knowledge and Communications)

Expected revenues from external funds for project implementation		237 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		148 [Million yen] 63 [%]
Approximate total of personnel budget (Professional Staff Member)		105 [Million yen]
Staff composition (Professional Staff Member)	Principal Staff (3) Senior Staff (3) Professional Staff (4) Principal Fellow (2)	Total 12 [person]

Core fund allocation institute-wide research and activities (Knowledge and Communications)

Expected expenditure (approximate allocation to the section)		76 [Million yen]
Breakdown	ISAP	25
	E-learning	5
	Outreach	7
	Strategic Operation Fund	29
	Networking contribution and others	10

4.5.2. Research and Publications

(1) Main focuses and activities

The section will develop and manage a publication strategy for key knowledge products (publications) that are effective in generating impacts. This includes management of the publication policy in order to strengthen the quality of research outputs. This section will also manage the Strategic Research Fund (SRF) and the library.

(2) Resource allocation

Resource allocation (Research and Publications)

Expected revenues from external funds for project implementation		0 [Million yen]
Approximate total of personnel budget (Professional Staff Member)		52[Million yen]
Staff composition (Professional Staff Member)	Principal Staff (2.5) Senior Staff (1) Professional Staff (2)	Total 5.5 [person]

Core fund allocation for institute-wide activities (Research and Publications)

Expected expenditure (approximate allocation to the section)		50 [Million yen]
Breakdown	IGES Strategic Research Fund	35
	Library-related expenses	9
	Whitepaper/Flagship products	5
	Others	1

4.5.3.Planning and Management

(1) Main focuses and activities

Planning and Management section will aim to streamline the procedures in planning and decision-making simultaneously taking consideration of appropriate resources management (financial and human). It aims to provide efficient corporate management services to maintain the organisational status and interest, support research activities, and make every effort to reduce unnecessary costs through regular review and improvement in five functions: (i) Planning and Evaluation, (ii) Information and Communication Technology (ICT) Systems, (iii) Financial Management, (iv) HR Management, and (v) General Administration.

(2) Resource allocation

Resource allocation (Planning and Management)

Expected revenues from local governments and others		36 [Million yen]
	Service Fee from APN, JISE and TSU	16

	Profit from bonds, foreign exchange profit	8
	IGES membership fee and others	12
Approximate total of personnel budget (Professional Staff Member)		68 [Million yen]
Staff composition (Professional Staff Member)	Secretary General (1) Principal Staff (2) Senior Staff (2) Professional Staff (3)	Total 8 [person]

Table 8: Core fund and others allocation for institute-wide general administrative operations (Planning and Management)

[Million yen]

Expected expenditure*	FY2017	Reference		
		FY2016	Difference	
Breakdown	Facilities for IT (including PC & Software)	46	48	-2
	Facilities for building (including office furniture)	27	49	-22
	Governance issues (BoD/T meetings, Remuneration for lawyer, auditor, labor and social security attorney, etc.)	23	26	-3
	Institutional Management System (Accounting, HR, other approval systems)	13	6	7
	Recruitment and other HR issues	11	15	-4
	Communication fee such as telephone, internet etc.	9	10	-1
	Printing	6	5	1
	Insurance for overseas travel	5	5	0
	Bank charge for remittance	5	8	-3
	Others (office supplies, interests, etc.)	8	6	2
	Consumption tax	1	1	0
Total	154	179	-25	

Cost reduction by 14% from FY2016 to FY2017

* Excludes the costs which can be offset by the subsidies from local governments.

ANNEX: Other Projects for Public-interest Purposes

1. 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.

- To develop and refine an internationally-agreed methodology and software for the calculation and reporting of national 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).

The activities planned for FY2017 are explained in (1) to (5) below.

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

The IPCC Inventory Software helps inventory compilers to estimate emissions and removals of greenhouse gases according to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (2006 IPCC Guidelines). In FY2017, the TSU will improve and enhance its functions by adopting a phased implementation approach, for example, by developing worksheets for Tier 2 methods for some categories in the Agriculture, Forestry and Other Land Use Sector. 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 FY2017, 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 (e.g. improvement of the EFDB website and database system).

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

Based on the decision IPCC/XLIV-5, adopted at the 44th Session of IPCC in October 2016, the TSU started activities for production of the Methodology Report titled the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (2019 Refinement). In

FY2017, the TSU will organise two Lead Author Meetings in September 2017 and in April 2018, and also one small meeting with Coordinating Lead Authors in March 2018. The TSU also organise the Expert Review of the first-order draft of 2019 Refinement from December 2017 to February 2018 in accordance with the procedures established by the IPCC.

(4) Inventory Internship Programme

In FY2017, this programme will not be implemented.

(5) Collaboration with Other Organisations

In FY2017, 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, 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.

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

APN is an inter-governmental network whose mission is to promote collaborative research activities under themes including Climate Change, Biodiversity and Ecosystems, Changes in the Atmospheric, Terrestrial and Marine Domains, and Risk Reduction and Resilience. 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 FY2017:

(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 22nd Inter-Governmental Meeting (IGM).

(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 22nd 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 2017, South Asia SRC Meeting will be held to share common challenges and research needs for sustainable society.

ii. Workshop on Technology Needs Assessment (TNA) on Climate Change Mitigation and Adaptation in Southeast Asia

APN will hold a workshop on technology needs assessment on climate change mitigation and adaptation in Southeast Asia. This workshop will support promoting technology transfer in Southeast Asia through discussion on technology assessments for various sectors such as energy, waste, water and tropical agriculture etc. and sharing best practices.

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 etc.

(4) Other

i. Inter-Governmental Meeting and Other Meetings

APN will conduct its 22nd IGM and Scientific Planning Group (SPG) Meeting in Delhi, India, in April 2017.

ii. Science-Policy Dialogue under the JBF-IPBES Capacity Building Project

APN will organise science-policy dialogues in the sub-regions of the Asia-Pacific to provide guidance on knowledge and policy support tools developed by the Asia-Pacific Regional Assessment (APRA) for decision-makers and stakeholders in the Asia-Pacific region and to strengthen appropriate interactions among scientists and policymakers.

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

There is global concern over the severity of environmental problems, and conservation of biodiversity is gaining attention all over the world. In FY2017, the Japanese Center for International Studies in Ecology (IGES-JISE) will further strengthen and develop initiatives towards the realisation of a sustainable society that has been its objective since the Center was established. Through the development of research work and practical activities on both the regional to global levels, JISE will conduct work based on ecology, ranging from the conservation and restoration of local ecosystems, to revitalisation and creation of the global environment:

(1) Research Projects

For international research, JISE will develop international joint research to establish restoration technology in response to the decline in tropical forests that is progressing on a global scale. Specifically, JISE will promote practical projects on growth studies and restoration of tropical forests in Malaysia, Kenya, Cambodia and Lao PDR and will continue to work on community survey of tropical rain-green forest area in eastern Thailand

For research in Japan, JISE aims to develop a quantitative evaluation method based on the structure and function used in the environmental protection forests started in the 1970s by the Miyawaki-method.

Research is also conducted on biodiversity evaluation methods and environmental education for rural Satoyama. Based on the Japanese vegetation classification system currently under review, JISE is moving ahead with unresolved vegetation studies to estimate potential natural vegetation, and also conduct vegetation science research related to evaluation and conservation of biodiversity at the regional level especially in Kanagawa prefecture. JISE will also promote practical research for planting disaster-prevention coastal forests in locations in Western Japan that are predicted to be affected by a tsunami resulting from an earthquake originating in the Nankai Trough. Furthermore, in order to support regional forest creation and conservation of biodiversity, JISE will continue its studies and research on the natural environment in cooperation with the national and local governments, private companies, Non-Profit Organisations (NPOs), citizens etc., and practice natural regeneration focusing on forest creation, as well as striving to enhance joint research with other education and research institutions etc..

(2) Capacity Building

To educate leaders who can offer technical support to activities such as forest creation and nature restoration, JISE will implement ecology training on vegetation ecology and related topics. Furthermore, to introduce basic ecology to enhance ecological nature cognition and promote understanding of environmental conservation, JISE will hold “Ecological training” sessions and a series of lectures targeting a wide audience including local citizens and representatives of businesses.

(3) Interaction

JISE will continue to update its database of information regarding phytosociological data through its website, as basic material essential for environmental planning and nature restoration.

Also, JISE will hold outreach events targeting the general public such as the IGES-JISE Environmental Forum and organise lectures and debates between researchers and other experts.

(4) Dissemination and Public Awareness

JISE will post its activities such as research projects, and capacity building and exchange projects on its website or in the IGES-JISE Newsletter. JISE also publishes a bulletin “Eco-Habitat: JISE research” (in 24 volumes) as a research magazine, and will publish full texts of the published bulletin papers on Japan Science and Technology Information Aggregator, Electronic (J-STAGE) which is a general-purpose dissertation retrieval and publication system available on-line from FY2017.