

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

Year 2

FY2018 Business Plan and Budget

May 2018

Institute for Global Environmental Strategies

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

The Integrative Strategic Research Programme for the 7th Phase (ISRP7) of the Institute for Global Environmental Strategies (IGES) launched 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 (BOT) 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 (CE), Natural Resources and Ecosystem Services (NRE), and Sustainable Consumption and Production (SCP)
- **Two Functional Centres:** Centre for Strategic and Quantitative Analysis (QAC), and Centre for Sustainability Governance (SGC)
- **Three Taskforces:** City (CTY), Finance (FIN), and Business (BIZ)
- **Five Satellite Offices:** Kansai Research Centre (KRC), Kitakyushu Urban Centre (KUC), Regional Centre in Bangkok (BRC), Beijing Office (BJG), and Tokyo Sustainability Forum (TSF)

At the same time, IGES has renewed 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 were 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:

- Knowledge and Communications (KC)
- Research and Publications (RP)
- Planning and Management (PM)

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. In July 2017, IGES was ranked seventh in the 2016 Top Climate Think Tank (Outside of North America and Europe, Absolute Ranking) and ranked first in the Rest of the World (Absolute Ranking) category in the same ranking, respectively, by the International Center for Climate Governance (ICCG).¹ IGES will continue its efforts in achieving goals under the ISRP7 in FY2018 and beyond.

¹ http://www.thinktankmap.org/Page.aspx?Name=Ranking_2016 (Accessed on 14 February 2018)

2. Overall key targets

2.1. Intended impacts

In FY2017 through the monitoring and review meetings on impact generation in each units/team, it was discovered that impacts are interpreted in different ways, and the strategy and roadmap to reach the expected impact are not always clarified. Therefore, a common framework and approaches to define impacts should be further clarified internally, by continuing discussions and sharing good practices on impacts.

Another issue which emerged through the meetings was that there has been less cross-units/team collaboration in similar sustainable development topics. Such cross collaboration among different units/teams has the potential for creating new knowledge and then bigger impacts. For example, 'carbon pricing' is dealt with by CE, BIZ and SMO-RP team, but they are not always coordinated. In this context, efforts should be made to continue and enhance the regular internal cross-area/team meetings on climate change and SDGs which started in FY2017.

Considering the performance so far in FY2017, aside from IGES website viewership, the FY2017 targets (Table 1) setting was reasonable. The FY2017 target setting for IGES website viewership seems to be rather too ambitious since the target was set based on the results for FY2016 which was for 15 months. Reviewing the FY2017 results of average monthly viewership until March 2018, a realistic target would be 730,000 for FY2018 (Table 1).

In FY2018, focus should be given to the following three points:

1. Deepen the understanding of approaches to promote impact generation and refine concepts/frameworks for effective implementation, drawing lessons and experiences from the activities by each unit at IGES, especially the three Taskforces launched in the 7th Phase (city, finance and business).
2. Sharpen IGES's actions for impact generation and assist further substantive transformation of target stakeholders. This would require going beyond recognition of the outcomes/impacts to learn how effectively to engage with the stakeholders (shifting of emphasis from quantity of impacts to quality).
3. Enhance cross-unit/team activities for impact generation on a larger scale through various actions such as provision of valuable information or assistance to target stakeholders. Actions can include proactive engagement in the 24th Conference of the Parties (COP24) to the United Nations Framework Convention on Climate Change (UNFCCC) and the High Level Political Forum (HLPF) on Sustainable Development in FY2018.

IGES internally needs to develop effective mechanisms to make the above possible including improvement in use of IGES’s Strategic Operation Fund (SOF).

Another area of impact generation to be emphasised in FY2018 is to develop a strategic collaboration with partner organisations through prioritising among the 11 networks IGES serves as the secretariat, and 33 collaborative agreements.

Table 1: Key Targets for Impact Generation for FY2018

Indicator	FY2018 target	Change from FY2017
Cases of high level of influence	25	-
IGES publication downloads	250,000 in total	-
IGES website viewership	730,000	▲ 45,000
Media coverage (newspapers, magazines, TV/radio broadcasts, web-media)	250 in total	-

Progress in downloads of IGES publications, IGES website page views, and total number of media coverage are presented in Figure 1, Figure 2, and Table 2, respectively.

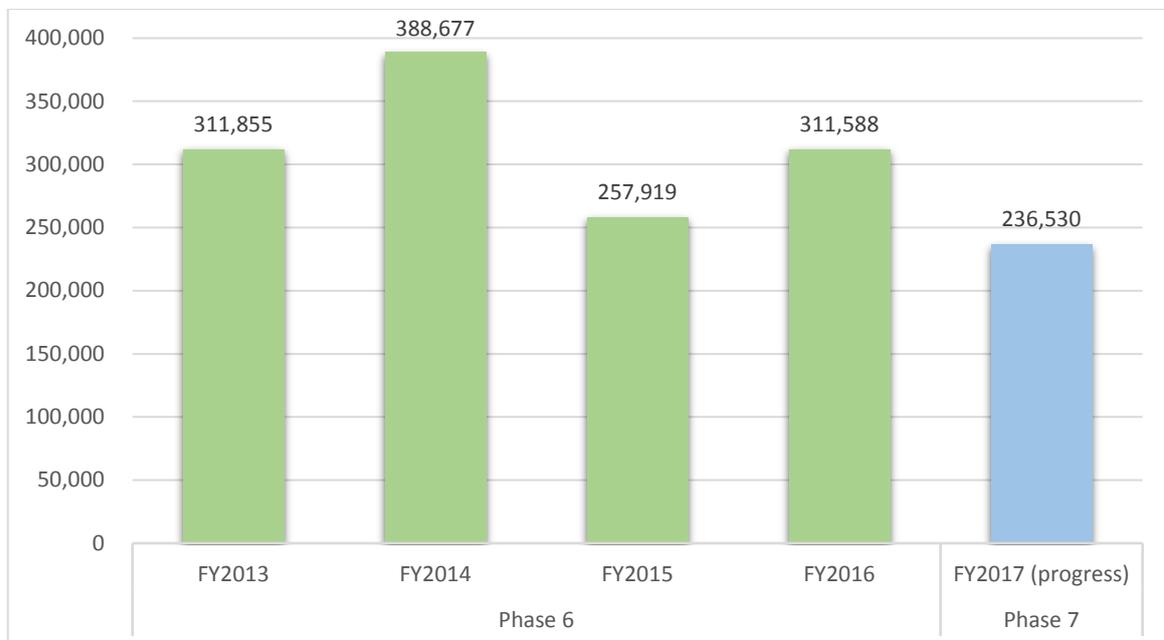


Figure 1: Downloads of IGES Publications (FY2013-FY2017)
 The counting methodology was changed mid-2016 to ensure more accurate figures.
 FY2016 figures cover 15 months (April 2016 - June 2017)
 FY2017 figures cover 9 months (July 2017 - March 2018)

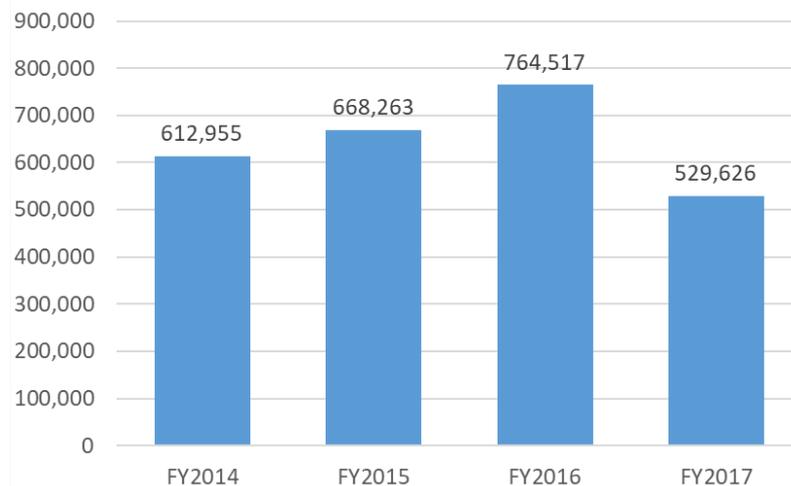


Figure 2: IGES Website Page Views (FY2014-2017)

IGES FY2016 was reported for April 2016-June 2017 (15 months).
 FY2017 covers July 2017 – Mar. 2018. The final numbers for FY2017 will be reported for July2017-June 2018 (12 months)

Table 2: Total Number of Media Coverage (FY2013-FY2017)

Language	FY2013	FY2014	FY2015	FY2016	FY2017
Japanese	104	117	199	240	173
Other languages	22	34	97	45	17
Total	126	151	296	285	190

IGES FY2016 was reported for April 2016-June 2017 (15 months).
 FY2017 covers for July 2017 – Mar. 2018. The final numbers for FY2017 will be reported for July2017-June2018 (12 months)

2.2. Outputs

At this stage, the output targets seem appropriately ambitious and generally feasible, although considerable effort will be needed to achieve them. However, the 20-Year History of IGES will not be included in next year’s targets (Table 3).

Regarding priority outputs, it will probably not be feasible to produce six flagship reports again next year, but it is still important to produce at least one flagship and one timely output for both SDGs and climate.

Contributions to global and regional assessments, such as the Global Environment Outlook (GEO), are expected to increase next year. GEO6 is expected to be finished, while participation in

Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES) assessments will continue. From next year, IGES is also expected to contribute to the Intergovernmental Panel on Climate Change (IPCC)'s new assessment reports.

The overall strategy for next year will be to try to link the IGES' Strategic Research Fund (SRF) more closely to the production of priority outputs and flagship reports, and make more focused contributions to important policy processes. We will also consider linking SRF projects more closely to important policy processes beyond SDGs and climate, particularly those such as UN Environment Assembly (UNEA) which are not well-supported by commissioned work or other funds.

Table 3: Outputs Targets for FY2018

Indicator		Target	Change from FY2017
Priority outputs	Flagship/priority outputs focusing on climate and SDGs	2	No change
	20-Year History of IGES (for IGES 20th Anniversary)	0	No target in FY2018
	Timely output on climate	1	No change
	Timely output on SDGs	1	No change
Written policy and research outputs		100	No change
Peer reviewed journal articles		30	No change
Contribution to global/regional assessments such as GEO6		2*	(GEO6 will be finished/published; contributions to others will start.)

*: Number of parts of the assessment that IGES contributes

Progress in written policy and research outputs and IGES in think-tank ranking are presented in Figure 3 and Table 4, respectively.

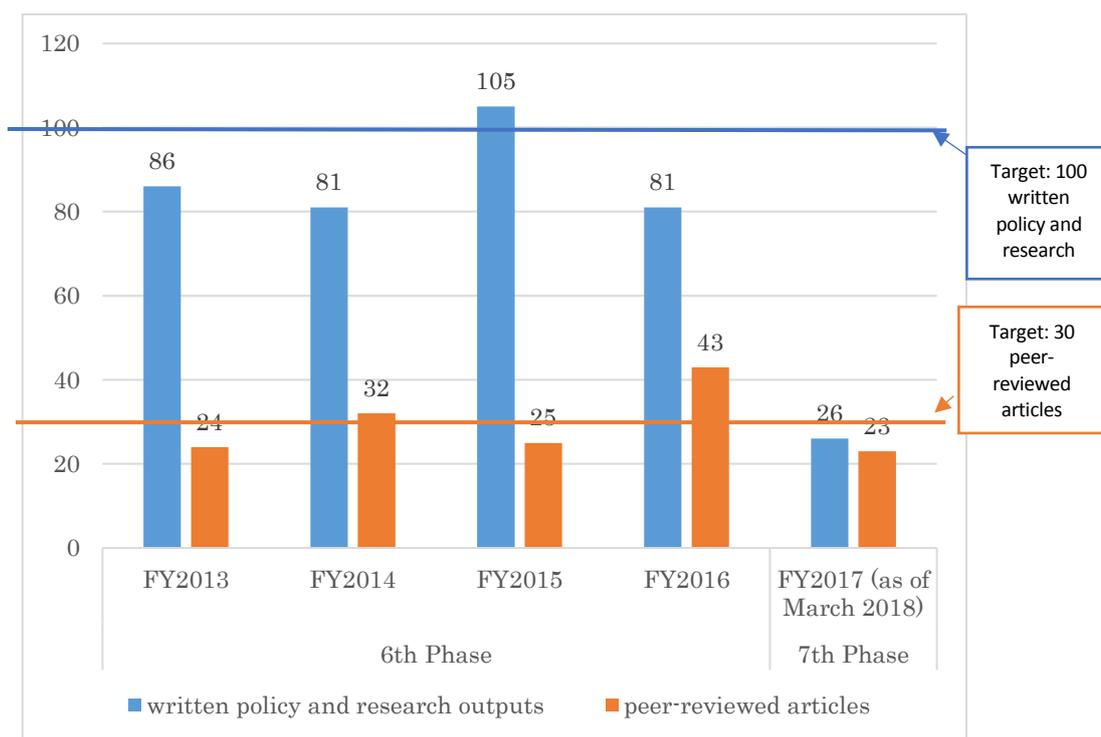


Figure 3: Written Policy and Research Outputs Compared to 7th Phase Targets

Table 4: IGES in Rankings (FY2013-FY2017)

	2013	2014	2015	2016	2017
GLOBAL GO TO THINK TANK by University of Pennsylvania (category: environment policy) (Published in January of the same fiscal year)	48	38	38	38	40
ICCG Climate Think Tank Ranking by the International Center for Climate Governance (Published in July of the following fiscal year)	15	22	37	7	NA

2.3. Management

In FY2017 the overall transition to the new phase was made without any significant disruption to IGES business. In FY2018, SMO-PM will continue to make improvements in managing IGES operations, including particular focus on the following:

- (1) Increase in capacity to support fundraising and improvement of financial value-added (FVA)²
 - Development of fundraising support platform (investment)
 - Development of project database
 - Target setting for FVA and funded working days (unit level)
 - Development of procurement database to support appropriate outsourcing
- (2) Continued improvement in efficiency and transparent corporate governance
 - Promotion of easy self-reporting and/or online procedures
 - Development of procurement policy
 - An overall improvement in internal decision-making efficiency by 40%³ in comparison with FY2016
 - Reduction of overtime by 45% (time-based) in comparison with FY2016⁴
- (3) Promote human resource (HR) capacity development and improve work environment
 - Introduction of Tenure/Tenure-Track System and support to the investment programme (see following section)
 - Preparation of childcare support certificate⁵ in Japan (so called *Kurumin*) by introduction of necessary measures such as a telecommuting work scheme, etc.
- (4) Mid-phase review
 - The review results will be used for necessary adjustment and realignment in projects to be implemented, staffing, and responses to emerging issues and needs.

Table 5 presents key management-related targets proposed for FY2018 to meet the targets set for the 7th Phase. Status or measures to meet the targets that are related to the FY2018 annual budget (items 1-6 in Table 5) are presented in the following section.

² See [Notes to indicators] #3 in the page 9

³ As of April 2017, the monthly average number of request documents was reduced from 64.5 to 45.8 (improvement by about 29%) after the introduction of a revised and simpler request approval system (a pre-online paper-based system). Also the processing time for overseas mission approval was shortened by 49% after the introduction of new online application system (in comparison with last 12 months).

⁴ See [Notes to indicators] #7 in the page 9.

⁵ Certified by Labor Bureau of the Ministry of Health, Labor and Welfare in Japan to the organisations that promote actions to support employees' childcare and satisfy certain standards.

Table 5: Management-related Targets for FY2018

	Indicator	FY2018 target	(Reference) FY2017 target	(Reference) FY2020 (end of phase) target
1	Contribution from the Ministry of the Environment, Japan (MOEJ) ('IGES core fund')	JPY 500 million	JPY 500 million	JPY 500 million
2	Volume of external funds [Contract amount]	JPY 2.3 billion	JPY 2.2 billion	over JPY2 billion
3	Ratio of project financial value-added (FVA) in the external funds in total	48%	47%	49%
4	Ratio of international external funds in the external funds	Over 25%	25%	over 25%
5	Ratio of general administrative cost in the total expenditure	12.7%	Around 13%	12%
6	Ratio of administrative staff in total staff	19%	20%	15%
7	Reduction of overtime [% , in comparison with FY2016]	45%* (time-based)	40% (expense-based)	60%* (time-based)
8	Improvement in the efficiency of IGES internal decision making [% , in comparison with FY2016]	40%	over 30%	80%

[Notes to indicators]

2: Exchange rate of April 2017 or 2018

3: IGES applies the concept of “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. In budgeting, a conservative rate (47%) is used. Efforts will be made to achieve 48% on average based on the proposed budget).

4: Exchange rate of April 2017 or 2018

5: Headquarters building rental fee is excluded because it is fully subsidised by the local government.

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

7: FY2017 target was originally set at 60 (index, 2016=100, expense-based). FY2018 and Phase targets are revised as time-based in order to measure the improvement of efficiency more accurately (*).

8: Intend to achieve through various measures (simplifying the approval process itself, introducing online application procedures, and improving document retrievability).

3. FY2018 Overall Resource Plan

3.1. Budget overview

The scale of IGES operations will be maintained at a similar level as that in FY2017 in terms of the total volume of revenues from the projects supported by funding agencies. The FY2018 budget includes an investment plan using the Deposit for Promoting Strategic Initiatives⁶ (referred to as Investment hereafter) under IGES own initiatives. The Investment aims to increase IGES's capacity and financial resilience, initiating in FY2018 in commemoration of IGES's 20th anniversary and being implemented for two years (FY2018-2019). The substantial balance will be made by raising funds and maintaining the project FVA ratio of externally funded projects as well as conducting continued cost saving measures during implementation. An overview of the FY2018 annual plan budget is presented in Table 6.

Table 6: Overview of FY2018 Business Plan Budget

	(JPY million)		
	FY2017 (Budget)	FY2018 (Budget)	2018-2017 (Difference)
Revenue			
MOEJ Contribution	500	500	0
Deposits for Promoting Strategic Initiatives	30	75	45
External Funds (project based) (a)	2,156	2,322	166
Subsidies from Local Gov.	350	349	-1
Others	36	36	0
Total Revenue	3,072	3,282	210
Expenditure			
Operating costs for externally funded projects (b)	1,138	1,219	81
Operating costs for IGES own initiatives	130	155	25
Personnel costs	1,225	1,342	117
Administrative costs	579	566	-13
Total Expenditure	3,072	3,282	210
Balance	0	0	0
Project Financial Value-Added: (FVA) (a)-(b)	1,018	1,103	85
Project FVA Ratio: ((a)-(b))/(a)	47%	47%	0% point

3.2. Fundraising (Revenues)

The core fund from the Ministry of the Environment, Japan (MOEJ) has been secured for FY2018⁷ to the amount of JPY500 million, and subsidies from patron local governments and others are expected to be maintained at a similar level as FY2017. The total volume of project funds raised from funding agencies (external funds) is aimed at JPY2.3 billion, a slight increase from FY2017 from various sources. The ratio of overseas funds in the total revenue in FY2018 is set at over 25% or a value of

⁶ *Deposit for Promoting Strategic Initiatives* was established and approved at the Board of Directors (BOD) meeting in June 2015. Note that the deposit is set along with the accounting law that regulates Public-interest incorporated Foundation and the use of deposit is treated as expense with matching past revenues already recorded in the previous fiscal years.

⁷ For the period of April 2018- March 2019

approximately JPY0.6 billion (exchange rate of April 2018, based on the proposed budget). Breakdown of external funds and their trend in the past is presented in Figure 4.

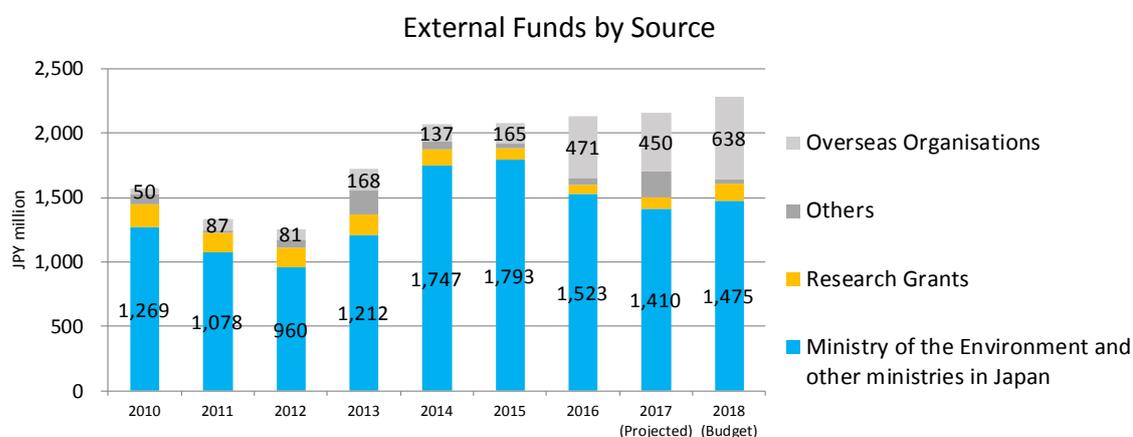


Figure 4: External Funds Breakdown

IGES continues to increase the overall average ratio of project FVA to 48% (proposed budget-based, one point up from FY2017) by increasing applications for the projects with higher project FVAs (incorporate a certain part of research and operation works by IGES staff members and minimise outsourcing and other direct expenses where possible (travel costs, etc.)). For this purpose, SMO utilises the Project Monitoring Sheet for each project introduced in FY2017 to confirm FVAs at the time of budget proposal and keep track of the results after necessary cost-saving during the implementation in the Project Financial Summary modified in FY2017. SMO may consider setting more specific fundraising goals at the beginning of the fiscal year for each unit, especially in terms of the number of working days to be charged to the external funds. SMO also considers developing an internal database where ongoing project information is shared.

3.3. Resource Utilisation Policy (Expenses)

(1) Extended core funds

IGES receives funds from multiple sources (contribution from the Ministry of the Environment, subsidies from the patron local governments, and project funds from funding organisations (external funds)), and it is important for IGES to effectively utilise these funds, especially the portion where

IGES has discretion (*extended core fund*⁸) (Table 7). In FY2018, the total amount of budgeted Extended Core Funds is estimated at about JPY1.6 billion, an increase of about JPY130 million from FY2017, and 80% of this total amount will be for strategic use.

Table 7: Strategic Use of Extended Core Funds

(JPY million)								
	Total	Administrative Cost (Institution-wide)	Administrative Cost at Satellite	Personnel Cost [Administration staff]	Personnel Cost [Non- administration staff]	Operating Cost for Own Initiatives	For Administrative Use	For Strategic Use
Extended Core Fund*	1,646	110	50	174	1,158	155	334	1,313
Ratio between Administrative Use and Strategic Use							20%	80%
<small>(Included in the above)</small>								
Project FVA for earmarked personnel cost*					915			
(Ref) FY2017 Budget								
Extended Core Fund*	1,517	130	43	164	1,049	130	338	1,179
Ratio between Administrative Use and Strategic Use							22%	78%

(2) Promotion of IGES own initiatives

In FY2018, IGES continues to allocate the said *extended core fund* to priority strategic purposes and, in addition, will allocate IGES's *Deposits for Promoting Strategic Initiatives* to make an investment to increase IGES's capacity and financial resilience for another decade, taking this opportunity at the time of IGES's 20th Anniversary (Table 8).

Continued priority activities:

- Strategic Research Fund, and IGES flagship papers publication;
- Networking and partnerships with key organisations and stakeholders, and Strategic Operation Fund to support related activities; and
- Communications such as website management, e-learning, and other IGES digital knowledge products.

International Forum for Sustainable Asia and the Pacific (ISAP) 2018:

IGES's annual headline event ISAP marks its 10th installment in FY2018 and will commemorate IGES 20th Anniversary. The event will launch IGES's flagship products and its anniversary publication in which the history of IGES is summarised.

⁸ Defined and 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.

Investment by Deposit for Promoting Strategic Initiatives (Table 8):

- Capacity Building Programme*

The programme aims to strengthen IGES human resources capacities. Examples include: short-term training opportunities for full-time staff through joint research with strategic partner organisations; acceptance of short-term researchers from strategic partner organisations in developing countries through joint research; and human resource allocation to the areas to strengthen IGES competences expected to contribute to addressing priority issues.
- Communications Programme*

The programme aims to strategically strengthen IGES knowledge production/ management and communications. Examples include: project that enhances the capacity to design/develop and conduct webinars, e-learning and training materials; and efforts to strengthen communications with target stakeholders through effective use of Information and Communication Technology (ICT) tools and translation.
- Business Arm/Support Programme*

The programme aims to explore possibilities to earn certain external funds based upon capabilities that IGES has developed over years or to develop capacity or systems/facility that help enhancing the Institute’s financial resilience (project FVA). Examples include: projects that enhance institutional capacity of organising international meetings/workshops; hosting development programmes including accounting and procurement, fundraising and possibly the use of the products of Communications Programme above.

The Investment is planned for two fiscal years (FY2018-2019) in line with the schedule as presented in Table 9. A part of the Deposit is reserved for emergencies.

Table 8: Breakdown of IGES Own Initiatives

(JPY million)

Major Items	(Ref) FY2017	FY2018	Resourced by Deposit
Strategic Research Fund (SRF)	35	35	10
Strategic Operation Fund (SOF)	29	15	
ISAP	25	32	30
Outreach	7	6	
Flagship	5	5	
Other operations	29	27	
[Investment] Capacity Building Programme for developing partnership and personnel		15	15
[Investment] Communications Programme for developing IGES’s knowledge products		10	10
[Investment] Business Arm/Support Programme for developing IGES’s institutional capacity		10	10
Total	130	155	75

Table 9: Plans for IGES Deposit for Promoting Strategic Initiatives

(JPY million)

	FY2018	FY2019 (Planned)	Total (Up to)
Strategic Research Fund (SRF)	10	10	20
ISAP	30	30	60
Capacity Building Programme	15	15	30
Communications Programme	10	10	20
Business Arm/Support Programme	10	10	20
Sub-total	75	75	150
Reserved for emergencies	103		
Total	Approx. 253		

(3) Minimising administration costs to secure extended core funds for strategic use

- Administration cost will be reduced from FY2017 (Table 7) by continued efforts to reduce energy costs and others. The ratio targeted in the FY2018 budget is 12.7%, which is slightly lower than the FY2017 target.
- For FY2018, 19% is set to maintain the ratio of administrative staff numbers out of total IGES staff members by continued efforts to raise work efficiency through reviewing administrative procedures and introducing improved systems.

3.4. Human resource development

Human resource (HR) development is a critical factor for IGES's achieving its mission and making impacts. IGES tenure/tenure-track appointment system⁹ will be introduced in late FY2018 to secure core HR and strengthen long-term institutional capacities (out of the scope of the Investment). IGES will also introduce a Capacity Building Programme as a part of investment in FY2018 (aforementioned). The number of full-time staff members for FY2018 is presented in Table 10.

In addition, IGES will make continued efforts to provide a better working environment to retain staff members and raise productivity by supporting their diverse work styles. IGES continues to offer a reduced work-day programme and is introducing a telecommuting work scheme¹⁰ to support staff members in their child-raising period.

⁹ The design of IGES tenure system (under development, to be introduced at the end of FY2018 – early FY2019) has little or no significant implications on IGES's financial status.

¹⁰ A pilot case started in FY2017.

Table 10: IGES Full-time Staff Members (Planned)

(Persons)

Categories	FY2017*	FY2018
Professional Staff	120	127
Principal staff	22	22
Senior staff	37	40
Professional staff	53	56
Dispatched from other organisations	9	9
Operation Staff	22	25
Total: IGES Staff members (Full-time)	143	152

*Planned as of July 2017

3.5. Uncertainties in implementing FY2018 plan

FY2018 is the second year of the new phase, so no major organisational adjustments are expected for implementing the annual plan. SMO will follow through with actions and improvements started in the new phase. Given a few assumptions and uncertainties involved in the overall budget plan presented above, IGES sets out below a few key points to be taken into account for the implementation of the FY2018 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, same as in FY2017.
- In case project FVAs could not be secured as planned, more efforts on cost reduction for operating costs would be made during project implementation in addition to administrative costs reduction. Monitoring FVAs (48% as FY2018 target) and personnel cost management should be also strengthened.
- Budget items that are designed to respond to the emerging needs during the implementation in a flexible manner (such as Strategic Operation Fund) will be carefully executed to achieve a sound revenue-expense balance.

4. Intended impacts, major outputs, and resource allocation by group in FY2018

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 revenue raised from external funds and the portion that IGES receives as ‘project financial added-value in the revenue (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.

Resource allocation (example)

		FY2018
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 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.

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 during ISRP7

- The Paris Agreement is operationalised
- Materialisation of Greenhouse Gas (GHG) emissions reduction 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) FY2018 Key activities and fundraising for impact generation

Key activities (CE)

Intended impact 1	The Paris Agreement is operationalised
Key activities	<ul style="list-style-type: none"> • Submit IGES inputs to the UNFCCC process directly • Participate in the UNFCCC process as members of Japanese delegation • Organise side events for Article 6 at UNFCCC conferences (the 48th session of the Subsidiary Body for Implementation (SBI 48) and COP24)
Intended impact 2	Materialisation of GHG emission reductions through implementation of the JCM

Key activities	<ul style="list-style-type: none"> • Implement Measurement, Reporting and Verification (MRV) for the JCM including development of 2 methodologies, registration of 35 projects and issuance of credits for 15 projects. • Develop IGES original databases and unique guidebooks for market mechanisms. • Organise workshops for facilitating the implementation of the JCM in Asia.
Intended impact 3	Political and social debates on carbon pricing in Asia are progressed
Key activities	<ul style="list-style-type: none"> • Conduct timely research on emissions trading schemes in China and Korea • Organise the policy dialogue on carbon pricing in Japan, China and Korea, in Tokyo • Write articles on emissions trading for Japanese magazines
Intended impact 4	Climate policy is developed by offering visualised pathways to decarbonisation
Key activities	<ul style="list-style-type: none"> • Conduct research on transformation management (impact on employment by decarbonisation) with QAC. • Conduct research on Japan's competitiveness in emerging decarbonised electricity markets. • Organise the policy research dialogues in China and India to make inputs to the Talanoa Dialogue.
Fundraising strategy	<ul style="list-style-type: none"> • Expand MOEJ fund sources. • Increase existing MOEJ funds which have been red figures and reduce costs. • Seek fund sources other than from the MOEJ

(3) Resource allocation

Resource allocation (CE)

		FY2018
Total expected revenues from external funds for project implementation		354 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		122 [Million yen] 34 [%]
Approximate total of personnel budget		95 [Million yen]
Staff composition	Programme Director (1) Research Leader (1.5) Programme Manager (1) Research Manager (1) Professional Staff (6) Operation Staff (1)	Total 11.5 [person]

4.1.2. Natural Resources and Ecosystem Services Area (NRE)

(1) Intended impacts during ISRP7

- 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

(2) FY2018 Key activities and fundraising for impact generation

Key activities (NRE)

Intended impact 1	Increased knowledge, support and incentives for landscape and ecosystem management
Key activities	<ul style="list-style-type: none"> • Satoyama: Organise and present research report at consolidation workshop for Global Environment Facility (GEF)-Satoyama project in Mauritius; Manage Satoyama Development Mechanism and complete evaluation of 30 projects; Present results at International Partnership for the Satoyama Initiative (IPSI) global conference and Convention on Biological Diversity (CBD) COP14. • Develop guidebook for policymakers on environmental conservation and management of Tonle Sap Lake (Cambodia); Organise 3rd international symposium on environmental conservation and management of tropical lakes; Organise workshop on “Role of information platform for the integrated management of lakes in Asia: Lessons and pathways for SDGs” at 17th World Lake Conference, Ibaraki, 15-19 October 2018 • Co-organise session “Groundwater-based natural infrastructure solutions: The missing link to resilience?” at Stockholm World Water Week 2018, 26-31 August • Expand activities of the Philippines pilot project on participatory watershed management to the 22 sub-watersheds of Lake Laguna. • Conduct experimental research in 2 cities in India to test the concept of linking urban consumers and rural producers through information markets to promote SCP (United Nations Environment Programme (UN Environment) 10-year Framework of Programmes on SCP (10YFP)). • Employ spatial analysis and statistical data to identify key factors for sustainable forest management in concessions in Indonesia and Malaysia (Kakenhi). • Conduct studies on REDD-plus¹¹ results-based payments and linking REDD-plus and the SDGs.
Intended impact 2	Increased integration of policies and planning across sectors that impact land and natural resources
Key activities	<ul style="list-style-type: none"> • Water-food-energy nexus: Under 2 Asia-Pacific Network for Global Change Research (APN) projects, conduct series of workshops in Japan and an ISAP session, and deliver a presentation at the Nexus Conference in North Carolina. • Conduct cases studies for IGES SRF project investigating migration as a climate-fragility risk. • Conduct kick-off workshop in Sydney and stakeholder consultations in Hayama, Fujisawa and Setagaya for Belmont Forum project on the management of urban water-energy-food system. • Under the SRF nexus project, conduct a field survey in Dhaka and Kanagawa on urban-rural partnerships for natural resources management, and a stakeholder consultation in Dhaka to establish a wetland conservation committee.

¹¹ Reduction of Emission from Deforestation and Forest Degradation, and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks

Intended impact 3	Strengthened community resilience through development of local institutions, capacities and services
Key activities	Continue field surveys on payment for forest ecosystem services models in Thailand, Papua New Guinea and the Philippines.
Intended impact 4	Increased provision of scientific data, knowledge and tools for biodiversity conservation and adaptation planning
Key activities	<ul style="list-style-type: none"> Contribute to GEO6, the IPBES global assessment and thematic and methodological assessments Organise events and translations to disseminate IPBES assessment outputs (MOEJ IPBES Japan project) Continue analysis of elements for effective science-policy interfaces focusing on case studies in Japan and Indonesia (MOEJ Suishinhi S-15 project).
Intended impact 5	Improved water quality through effective policy frameworks for pollution control
Key activities	<ul style="list-style-type: none"> Conduct the Water Environment Partnership in Asia (WEPA) annual meeting in conjunction with the International Water Association (IWA) World Water Congress 2018, Tokyo; Manage the WEPA Action Programme in Indonesia on TMDL (total maximum daily load) Organise national consultation workshops on septage management for Bandung and Denpasar
Intended impact 6	Increased support and incentives for sustainable natural resource management through responsible markets and businesses
Key activities	Analyse the global zero deforestation initiative and identify effective strategies/tools to remove deforestation from trade.
Fundraising strategy	<ul style="list-style-type: none"> A number of proposals have been submitted or are under development, e.g. expression of interest for European Union (EU) funded project on REDD-plus in Thailand; proposal to Japan-ASEAN Integration Fund (JAIF) for project on decentralised wastewater treatment; proposal for Science and Technology Research Partnership for Sustainable Development (SATREPS) project on management and technological innovations to improve water-energy-food nexus; proposal to APN on role of mangrove ecosystem services in hazard mitigation. NRE will contribute to IGES' bid for an anticipated Japan International Cooperation Agency (JICA) project on financial inclusion is anticipated. Other possible funding options will be explored including International Tropical Timber Organization (ITTO), Toyota Foundation, Kakenhi and MOEJ Suishinhi.

(3) Resource allocation

Resource allocation (NRE)

		FY2018
Total expected revenues from external funds for project implementation		155 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		71 [Million yen] 45 [%]
Approximate total of personnel budget		167 [Million yen]
Staff composition	Programme Director (1) Research Leader (0) Programme Manager (4) Research Manager (4) Professional Staff (9.5) Operation Staff (1)	Total 19.5 [person]

4.1.3.Sustainable Consumption and Production (SCP)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (SCP)

Intended impact 1	Establishment of SCP model cases towards long-term sustainability living within one planet (SCP Model Case)
Key activities	IGES will continue to be Sustainable Lifestyles and Education (SLE) coordination desk of 10YFP and coordinate SLE pilot project as well as related survey series such as Envisioning Future Lifestyle project to show case SCP model cases. IGES will enhance a collaboration with Asia Pacific Roundtable for SCP (APRSCP) to help them function as a regional collaboration mechanism for 10YFP implementation in the region.
Intended impact 2	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)
Key activities	By utilising its expert network and research competency, IGES will further mainstream SCP policy agenda in collaboration with related stakeholders such as APRSCP, Indonesian government, Thai government, and Japanese government. To this end, IGES will contribute to HLPF side-event on SDG 12 to be co-organised by these stakeholders. Under SWITCH-Asia SCP Facility, IGES will further play a knowledge provider function to develop related knowledge products of SWITCH-Asia. IGES along with S-16 group will publish technical brief for side-event of HLPF.
Intended impact 3	Resource efficiency and Reduce, Reuse, Recycle (3Rs) are progressed at the key international policy forum (the 3Rs) by IGES acting as knowledge catalyst
Key activities	IGES will continue to contribute to UN Environment International Resource Panel, Organisation for Economic Co-operation and Development (OECD) working party on waste and resource productivity, Group of Seven (G7) Resource Alliance, and Group of Twenty (G20) process related to resource efficiency. In addition to these, IGES will collaborate with MOEJ for World Circular Economy Forum to be organised in October 2018. IGES will seek opportunities to follow-up State of the 3Rs in Asia and the Pacific process with United Nations Centre for Regional Development (UNCRD) and MOEJ as well as other stakeholders.
Intended impact 4	Capacity of less developed economies in national, city and regional waste management is developed
Key activities	IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) will expand its operation in collaboration with UN Environment - International Environmental Technology Centre (IETC) covering national and city strategy development in three new target countries; waste management guideline development; initiating waste management policy platform in South Asia; and outreach.

Fundraising strategy	SCP Area will continue to try diversifying its funding from MOEJ's fiscal year based budget for specific projects to international funding to support its functional role for international programmes based on the funding experience obtained by SWITCH-Asia SCP facility, 10YFP SLE Coordination Desk, and CCET.
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(3) Resource allocation

Resource allocation (SCP)

		FY2018
Total expected revenues from external funds for project implementation		312 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		152 [Million yen] 48 [%]
Approximate total of personnel budget		112 [Million yen]
Staff composition	Programme Director (2) CCET Director (1) Programme Manager (2) Research Manager (2) Professional staff (6) Seconded Staff (1) Operation Staff (1)	Total 15 [person]

4.2. Two Functional Centres

4.2.1. Centre for Strategic and Quantitative Analysis (QAC)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (QAC)

Intended impact 1	Policymakers are better informed on SDGs and effective policy implementation at both the national and city levels
Key activities	<ul style="list-style-type: none"> • QAC plans to further strengthen and expand the dissemination and applications of IGES SDG interlinkages analysis tool for conducting practical country case studies through the collaborations with national governments in Asia (Bangladesh, Indonesia, etc.) to inform integrated policymaking. • QAC will continue to conduct quantitative assessments of climate policies and SDGs linkages in several contexts (global, national, urban, business), and in collaboration with other areas (CE, SCP), National Institute for Environmental Studies (NIES) and other organisations, aiming for publications contributing to

	<p>IPCC Sixth Assessment Report (AR6) process.</p> <ul style="list-style-type: none"> • These outcomes will be communicated to stakeholders and policymakers by developing tools and participation in and organisation of events.
Intended impact 2	Transformational changes needed to achieving the long-term mitigation targets and the SDGs are materialised
Key activities	<ul style="list-style-type: none"> • IGES SDG interlinkages analysis tool will be applied in various country case studies to influence policymaking shifting from silo-based approach to an integrated approaches for SDG implantation. • In order to promote transition to decarbonisation and sustainable lifestyles in Japan and Asia, QAC will join IGES cross area collaborations on coal investment issues and sustainable consumption. • To raise the awareness of business and stakeholders on climate mitigation and SDGs, QAC will provide analysis on SDGs interlinkages from private sector's perspectives, while expanding the SDGs interlinkage tool incorporating business initiatives.
Intended impact 3	Measurement of the progress made in achieving the 2030 targets for climate change and for the SDGs is enhanced by effective data and indicators
Key activities	<ul style="list-style-type: none"> • Update SDG indicators and improve data collection and analysis for an extended list of countries in Asia for the SDG interlinkages tool; • Provide an assessment of Japan's mitigation target for the Talanoa Dialogue under the UNFCCC process; • Develop and improve tools (Low Carbon Navigator, visualisation tool of mitigation scenarios) for effective/efficient communications of quantitative analysis on climate mitigation issues.
Fundraising strategy	<ul style="list-style-type: none"> • During IGES 6th Phase, QAC (then Green Economy Area) developed strong partnership with some of the major international organisations such as UN-Environment, International Labour Organization (ILO) and the Global Green Growth Institute (GGGI). QAC will continue to utilise and strengthen these networks for funded technical and research activities in the areas of SDGs interlinkages and indicators, green economy transition, green jobs, and sustainable infrastructure, to name a few. • QAC will strengthen and start partnerships based on the projects initiated in FY2017 (e.g. Climate Policy assessment and Mitigation Modeling to Integrate national and global Transition pathways (COMMIT), Bhutan pathways), and take advantage of knowledge sharing and past/ongoing collaborations with IGES other areas to jointly develop proposals, in particular with CE, NRE and SCP.

(3) Resource allocation

Resource allocation (QAC)

		FY2018
Total expected revenues from external funds for project implementation		4 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		3 [Million yen] 74 [%]
Approximate total of personnel budget		49 [Million yen]
Staff composition	Programme Director (0) Research Leader (1) Programme Manager (0) Research Manager (2) Professional Staff (3)	Total 6 [person]

4.2.2. Centre for Sustainability Governance (SGC)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (SGC)

Intended impact 1	A more integrated and inclusive approach to implementing the SDGs is adopted in at least 3 countries (and cities)
Key activities	<ul style="list-style-type: none"> • SGC, in collaboration with other relevant groups, will publish a synthesis report on governance for an integrated approach to the SDGs that will set the stage for more work on governance on co-benefits, nexus, and integrated waste and transport strategies. • Develop a synthesis / series of reports on how the environmental dimensions of the SDGs have been implemented in 15 countries in the Asia-Pacific region; and begin to work with 3-4 countries to strengthen their approach to the environmental dimensions of the SDGs. • Support cities and communities in Asia (i.e. Thailand, Cambodia etc.) to adopt integrated approaches to sustainable development. • Work with policymakers in China to strengthen a co-benefits approach; and examine potential for greater collaboration on co-benefits in Northeast Asia (for instance, by examining the potential for the inclusion of co-benefits in nationally determined contributions). • Explore the potential for introducing co-benefits in India in collaboration with relevant partners. • Publish a synthesis report on air pollution in Asia that will be actively promoted in the region. • Work to strengthen the role of Japan in the Climate Change and Clean Air Coalition. • Assist Japan in SDG implementation by informing it on the trends of SDG implementation and providing inputs to its preparation for G7 Energy and Environment Ministers Meeting.
Intended impact 2	SDGs are mainstreamed into their core operations and planning processes in at least 3 Japanese cities, businesses, and CSOs
Key activities	<ul style="list-style-type: none"> • Continue to strengthen its collaboration with the United Nations Global Compact; in the next fiscal year greater emphasis will be placed on how businesses are implementing the SDGs in other countries outside Japan. • Begin to look more closely at the how the relationship between business and other sectors such as civil society, government and international organisations influences the implementation of the SDGs (particularly SDG 12 and 15).
Fundraising strategy	<p>SGC secured funding from 11 contracts from organisations in Japan and throughout Asia. Work is ongoing on contracts with the MOEJ, NIES, UN Environment, ADB, JICA, Clean Air Asia and International Development Center of Japan (IDCJ). SGC has also recently submitted a proposal for rolling fund resources from the Climate and Clean Air Coalition to Reduce Short-Lived Climate Pollutants (CCAC) in collaboration with Clean Air Asia and ICLEI-Local Governments for Sustainability (ICLEI).</p> <p>SGC is planning to apply for a private funding such as the Mitsui & Co. Environment Fund in collaboration with Global Compact Network Japan (GCNJ) to strengthen our research activities on business SDGs.</p>

(3) Resource allocation

Resource allocation (SGC)

		FY2018
Total expected revenues from external funds for project implementation		124 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		61 [Million yen] 49 [%]
Approximate total of personnel budget		61 [Million yen]
Staff composition	Programme Director (0) Research Leader (1) Programme Manager (0) Research Manager (4) Professional Staff (2)	Total 7 [person]

4.3. Three Taskforces

4.3.1. City Taskforce (CTY)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (CTY)

Intended impact 1	Capacity of cities to incorporate SDGs into city planning and implementation is enhanced.
Key activities	<ul style="list-style-type: none"> • The SDGs report of three Japanese cities will be launched at the HLPF in July 2018. CTY will support other Japanese cities to produce their own SDGs report through the development of guiding materials. • For Asian cities, CTY supports pilot project planning and implementation of SDGs actions through the Association of South-East Asian Nations (ASEAN) SDGs Frontrunner Cities (SDG-FC) Programme and facilitate lesson learning among cities at the regional workshop for the programme and also at the East Asia Summit (EAS) High Level Seminar on Sustainable Cities.
Intended impact 2	Cities developed carbon neutral strategies or conducted multi-benefit activities towards sustainable society.
Key activities	<ul style="list-style-type: none"> • CTY will support city-to-city collaboration for low-carbon development such as a feasibility study to be conducted under the framework of Toyama-Semarang and Toyama-Bali collaborations. • Low-carbon scenario development study will be implemented in Hanoi (Viet Nam) and Quezon (Philippines) that is intended to contribute to Nationally determined contribution (NDC) of each country. • CTY will also develop Japan-China-Korea joint research on city's low-carbon strategies.

Fundraising strategy	Funds to promote SDGs actions at ASEAN cities are already secured by JAIF. For other activities, MOEJ funds are expected to implement activities. We will seek other funding opportunities through our network with ASEAN.
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(3) Resource allocation

Resource allocation (CTY)

		FY2018
Total expected revenues from external funds for project implementation		203 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		48 [Million yen] 24 [%]
Approximate total of personnel budget		50 [Million yen]
Staff composition	Programme Director (2) Programme Manager (2) Research Manager (1) Professional Staff (0)	Total 5 [person]

4.3.2. Finance Taskforce (FIN)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (FIN)

Intended impact 1	SDG finance tracker is developed in the Asian region by establishing a database on flow of SDG-aligned finance or SDG finance
Key activities	Building on the SRF project, identify implications, barriers and opportunities for Japanese financial institutions mainstreaming/scaling up green finance, following up key international and regional developments, such as EU Action Plan on Sustainable Finance, G20 Sustainable Finance Working Group, etc.

Intended impact 2	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
Key activities	<ul style="list-style-type: none"> Set up a new knowledge platform on green bonds in order to enhance the Japanese market under the commissioned work by Ministry of Environment Japan. Identify an effective approach for Japanese companies to increase resilience to the losses in their business by climate impacts, by enhancing risk management (i.e., risk control & risk finance) as well as exploring business opportunities related to climate impacts.
Intended impact 3	A mechanism to promote financing low-carbon/adaptation technology development and transfer in the Asian region is established by developing innovative technologies through financing
Key activities	Green finance race: commissioning economic analysis of competitiveness of major exporters of low-carbon technology, infrastructure and finance including China, Japan and Republic of Korea, in particular in the context of China's Belt and Road Initiative.
Fundraising strategy	<ul style="list-style-type: none"> JPY140 million was secured for the knowledge platform on green bonds from Ministry of Environment Japan. This work is expected to continue for a couple of years. Continue collaboration with French research Non-Profit Organisation (NPO),²ⁱⁱ, for the future co-research and seek new fund.

(3) Resource allocation

Resource allocation (FIN)

		FY2018
Total expected revenues from external funds for project implementation		140 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		29[Million yen] 21 [%]
Approximate total of personnel budget		25 [Million yen]
Staff composition	Programme Director (0.5) Programme Manager (1) Professional Staff (1.6)	Total 3.1 [person]

4.3.3. Business Taskforce (BIZ)

(1) Intended impacts during ISRP7

- Japanese Energy/climate policies to become consistence with 2°C Pathway in 4 years.
(*Redefined intended impact statement in May 2018*)

(2) FY2018 Key activities and fundraising for impact generation

Key activities (BIZ)

Intended impact *	Japanese Energy/climate policies to become consistence with 2°C Pathway in 4 years.
Key activities	Approach: Enhance effective policy engagement by forward looking/powerful business Activity 1: Policy Mapping research to identify “point of intervention” (New) Activity 2: Increase size of forward-looking business network (continue) Activity 3: Support decarbonisation of business operation (continue) Activity 4: Support policy engagement (dialogues, develop policy recommendations)
Fundraising strategy	Expected total amount of external funds: JPY90-100 million Composition is below. Japan Climate Leaders’ Partnership (Japan-CLP) member fee: JPY30-35 million (continue, increases) Overseas fund: JPY40 million (continue, increased) MOEJ: JPY20-30 million (continue, increased)

*Intended impact of BIZ Taskforce is clear and comprehensive. It is not realistic to have several significant impacts as a goal by one taskforce. All our activities are aligned to realise one impact.

(3) Resource allocation

Resource allocation (BIZ)

		FY2018
Total expected revenues from external funds for project implementation		92 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		68 [Million yen] 74 [%]
Approximate total of personnel budget		57 [Million yen]
Staff composition	Programme Director (1) Programme Manager (1) Professional Staff (3) Operation Staff (1)	Total 6 [person]

4.4. Five Satellite Offices

4.4.1. Kansai Research Centre (KRC)

(1) Intended impacts during ISRP7

- Low-carbon technology diffusion in developing countries
- Improved decentralised natural resources management for disaster risk reduction (DRR) (added in FY2018)

(2) FY2018 Key activities and fundraising for impact generation

Key activities (KRC)

Intended impact 1	Low-carbon technology diffusion in developing countries
Key activities	<ul style="list-style-type: none"> Promote low-carbon technology diffusion in India through Japan–India Stakeholders' Matchmaking Platform (JITMAP) Promote energy data management and reporting in Thailand; Enhance the capacity of Small Island Developing State (SIDS) to access Green Climate Fund (GCF) funding;
Fundraising strategy	Hyogo Pref. Grant: Continuous support from Hyogo Prefecture MOEJ fund: Request support to build upon the achievement of Technology Assessment (TA) (2015-2017) JICA fund
Intended impact 2	Improved decentralised natural resources management for DRR
Key activities	<ul style="list-style-type: none"> Promote maintenance of biodiversity of upstream mountainous areas and downstream peri-urban areas; Enhance synergies with DRR and river basin management activities
Fundraising strategy	Usage of Hyogo Pref. Grant in collaboration with APN, JICA Kansai and other relevant agencies of Hyogo Prefecture

(3) Resource allocation

Resource allocation (KRC)

		FY2018
Total expected revenues from external funds for project implementation		108 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		60 [Million yen] 55 [%]
Approximate total of personnel budget		60 [Million yen]
Staff composition	Programme Director (1) Research Leader (0.5) Programme Manager (1) Research Manager (0) Professional Staff (3) Satellite Office Director and Seconded Staff (2.5) Operation Staff (1.5)	Total 9.5 [person]

4.4.2. Kitakyushu Urban Centre (KUC)

(1) Intended impacts during ISRP7

- 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) FY2018 Key activities and fundraising for impact generation

Key activities (KUC)

Intended impact 1	Low-carbon and resilient policies are mainstreamed into urban planning and implementation in Asian cities
Key activities	In FY2018, KUC will support Davao City in the Philippines to promote mainstreaming low-carbon and resilient policies through a development of local climate change action plan (LCCAP) which covers both adaptation and mitigation measures. KUC will also facilitate the city-to-city collaboration activities between Asian and Japanese cities using a MOEJ-led platform for creating a low-carbon society in Asia. In addition, KUC will review urban development plans of Asian cities and study how low-carbon and resilient policies can be mainstreamed in those plans, and the results will be reflected in a proposal of necessary supporting mechanism.
Intended impact 2	Sustainable waste management practices are evolved in Asian cities
Key activities	Utilising the expertise in supporting various national and local governments in developing waste management policies and actions, KUC will further engage in promoting sustainable waste management practices by providing capacity development opportunities and technical inputs to the institutional development. In FY2018, KUC will engage in supporting the national government of the Philippines and Davao City as well as the national government of Indonesia and Bandung and Medan City, to improve waste management policies and practices. Besides, KUC will also support a private company based in Kitakyushu City to explore business opportunities for producing compost from organic waste in Balikpapan City, Indonesia in collaboration with the City of Kitakyushu.
Intended impact 3	Green growth and sound urban environmental management are promoted in Asian cities
Key activities	KUC will support the City of Kitakyushu to develop OECD's publication on an SDG study at city level. Besides, KUC will also engage in JICA's verification survey on an environmentally-friendly soap-based fire-extinguishing agent for forest and peatland fire in Indonesia in collaboration with Shabondama Soap Co., Ltd., University of Kitakyushu, and the City of Kitakyushu. In addition, KUC will participate in a JICA's project team headed by the University of Kitakyushu to promote environment education activities in North Sumatra Province, Indonesia.
Fundraising strategy	In order to realise the above mentioned three intended impacts, KUC seeks to increase the allocation of funds that can contribute to "making changes" for concrete actions at city-level. KUC aims to realise this by acquiring funds for "knowledge transfer", "institutional development", and "networking for dissemination." KUC will also carefully select and acquire funds that are suited to the progress of each project of the intended impacts. Furthermore, KUC's basic approach is to acquire external funds to cover 75% target of personnel costs.

(3) Resource allocation

Resource allocation (KUC)

	FY2018
Total expected revenues from external funds for project implementation	128 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues	71 [Million yen] 55 [%]
Approximate total of personnel budget	55 [Million yen]

Staff composition	Programme Director (1) Research Leader (0) Programme Manager (1) Research Manager (1) Professional Staff (3) Seconded staff (1) Operation Staff (1)	Total 8 [person]
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4.4.3. Regional Centre in Bangkok (BRC)

(1) Intended impacts during ISRP7

- 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 that drives clean development is adopted and resources for regional engagement in climate change mitigation activities are mobilised.
- Improved environmental quality in ASEAN cities through better long-term city planning and higher capacity to implement transformative local actions, closely linked to the SDGs

(2) FY2018 Key activities and fundraising for impact generation

Key activities (BRC)

Intended impact 1	Increased capacities of Asia-Pacific governments to develop and implement climate change adaptation policies and projects
Key activities	<ul style="list-style-type: none"> • Continue managing the Asia Pacific Adaptation Network (APAN) web-portal • Continue supporting the operation of the Climate Change Asia (CCA) for adaptation project proposal development for the Asia-Pacific countries in cooperation with Asian Institute of Technology (AIT) Regional Resource Centre for Asia and the Pacific (RRC.AP) and the UNFCCC Regional Collaboration Centre (RCC) Bangkok among others • Continue supporting effective implementation of DRR and climate change adaptation policies and projects in ASEAN through designing and implementing a regional risk assessment and risk mapping project under JAIF.
Intended impact 2	Improved environmental compliance and enforcement of pollution control practices in 18 Asian member countries.
Key activities	<ul style="list-style-type: none"> • Creation of the Asian Environmental Impact Assessment Network (AEIAN) within Asian Environmental Compliance and Enforcement Network (AECEN) as an Established Regional Body with potential support from MOEJ, ADB, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Middle Income Countries and other parties. • Continue conducting capacity building activities through AECEN Webinar Series on compliance and enforcement with involvement of enforcement officials from 18 AECEN member countries and other partners including the International Network for Environmental Compliance and Enforcement (INECE) • Work with Environmental Law Institute through possible funding from United States Environmental Protection Agency (US EPA) to support Government of

	Vietnam to initiate a “US EPA-Vietnam Ministry of Natural Resources and Environment (MONRE) Program on Environmental Law Enforcement and Promoting Good Governance.”
Intended impact 3	Know-how that drives clean development is adopted and resources for regional engagement in climate change mitigation activities are mobilised
Key activities	<ul style="list-style-type: none"> Reached out to commercial banks, development banks, service providers, and regulators to promote green bonds and green finance; will organise a green investment catalytic roundtable to mobilise private finance for climate and development. Is working on two proposals for the establishment of MRV hubs in the Pacific and ASEAN, respectively; Will reach out relevant stakeholders for their buy-in and engagement. Jointly implemented the MOEJ commissioned project on “International Market Mechanisms and Transparency under the Paris Agreement” with CE.
Intended impact 4	Improved environmental quality in ASEAN cities through better long-term city planning and higher capacity to implement transformative local actions, closely linked to the SDGs
Key activities	<ul style="list-style-type: none"> Kickstart implementation of the new 2-year SDG-FC programme funded by JAIF (USD2.2 million). Organise 2 regional training workshops and develop project action plans to utilise seed funds (about USD930,000) in 8 ASEAN countries and 20 - 25 cities for localising the SDGs. First workshop is Inception Workshop (Sep 2018, Japan; tbc) and second workshop may be organised back-to-back with the 10th High-Level Seminar on Sustainable Cities (Jan/Feb 2019, Indonesia; tbc). Develop and implement a new media strategy for the SDG-FC. Includes developing new website and producing a series of publicity materials and publications to highlight the achievements of (past) Model Cities Year 1-3 and the plans of incoming Candidate Frontrunner Cities and Model Cities. Channel these materials to the Urban SDGs Knowledge Platform (operated by UNESCAP and CityNet), JAIF website, ASEAN Secretariat and platforms of partners. Continue to expand the quality and scale of BRC’s ASEAN cities network. Use SDG-FC as a core platform for pursuing further fundraising opportunities. Specific targets are with EU (as implementing agency for EUR10 million regional low-carbon and resilient cities project; projected starting date 2020) and UNESCAP, and United Nations Human Settlements Programme (UN-Habitat) on their newly launched ‘Localising SDGs project’.
Fundraising strategy	<ul style="list-style-type: none"> Impact 1: Coordination with MOEJ and JAIF; cooperation with the UNFCCC RCC Bangkok for mobilising funds from other agencies Impact 2: Explore funding opportunities with potential partners such as ADB, US EPA, Taiwan Environmental Protection Administration (EPAT), World Bank and others. Impact 3: JAIF for the green bond project; GEF funding for the Pacific MRV Hub; in-kind contribution from the ASEAN governments for the ASEAN MRV Hub; and MOEJ funding for market mechanisms and transparency Impact 4: In collaboration with CTY, secured USD2.2 million from JAIF for upgrading Model Cities programme to SDG-FC programme (2018 – 2020). It will be a core platform as to raise funds from EU, Germany and other ASEAN-centric donors for cities-related projects.

(3) Resource allocation

Resource allocation (BRC)

		FY2018
Total expected revenues from external funds for project implementation		159 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		47 [Million yen] 29 [%]
Approximate total of personnel budget		87 [Million yen]
Staff composition	Programme Director (1) Research Leader (0) Programme Manager (3) Research Manager (0) Professional Staff (3) Operation Staff (4) Other relevant Staff (1)	Total 12 [person]

Core fund allocation for activities and office management (BRC)

		FY2018
Expected expenditure		25 [Million yen]
Breakdown	UNFCCC Regional Collaborating Centre	2
	Office rent	4
	Service fee for accounting, legal, IT etc.	4
	Office equipment for PCs/Software/TV conference	5
	Printing	1
	Communication for phone, internet etc.	1
	Water and Electricity	1
	Insurance for travel and health	0.3
Others	7	

4.4.4. Beijing Office (BJG)

(1) Intended impacts during ISRP7

- 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.
- (Completed in FY2017) Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China

(2) FY2018 Key activities and fundraising for impact generation

Key activities (BJG)

Intended impact 1	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.
Key activities	<ul style="list-style-type: none"> • Support model project between Fukuoka Prefecture and Jiangsu Province. • Coordination with the Chinese and the Japanese local city governments and related organisations to promote city-to-city cooperation. • Wrap-up meetings in Beijing and in Yokohama (back-to-back with ISAP) • Seminars in local cities in China • Meetings with representatives from the Japanese local city governments • Training courses in Japan • Maintaining Japan-China city-to-city cooperation website on the IGES website
Intended impact 2	Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China
Key activities	Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China (Completed in FY2017)
Fundraising strategy	Continue maintaining dialogues with key stakeholders

(3) Resource allocation

Resource allocation (BJG)

		FY2018
Total expected revenues from external funds for project implementation		176 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		74 [Million yen] 42 [%]
Approximate total of personnel budget		35 [Million yen]
Staff composition	Satellite Office Director (1) Professional Staff (2) Operation Staff (1)	Total 4 [person]

4.4.5. Tokyo Sustainability Forum (TSF)

(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 and Nagoya University International Urban Cooperation (IUC)-Japan Office.

Planned activities include: provision of work and meeting space of IGES staff and IGES partners, assistance to Fellows/Senior Fellows in implementing projects, and Implementation of IPBES Japan

Biodiversity Fund (JBF) capacity building projects. The IPBES-JBF capacity building project will be implemented in close collaboration with APN to facilitate the outcome of IPBES Assessment on biodiversity and ecosystem services for the Asia-Pacific Region is widely recognised, and policy-relevant information on biodiversity and ecosystem services in the Asia-Pacific Region is reflected in policymaking.

(2) FY2018 Key activities and fundraising

Key activities (TSF)

Activity / Impact 1	Facilitating impact generation and networking with various stakeholders
Key activities	<ul style="list-style-type: none"> • Provide productive working environment for IGES staff and partners, and assist related person/stakeholders. • Implement projects using external funding including JBF-IPBES capacity building project, and organise events in collaboration with other partners/stakeholders. • Host IPBES-TSU-AP, co-locate with ICLEI Japan, Nagoya University IUC-Japan Office, and provide necessary assistance.
Fundraising strategy	Make a bid for the related (continued) projects in FY2018

(3) Resource allocation

Resource allocation (TSF)

		FY2018
Total expected revenues from external funds for project implementation		79 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		24 [Million yen] 31 [%]
Approximate total of personnel budget		29 [Million yen]
Staff composition	Satellite Office Director (1) Senior Staff (1) Professional Staff (0.5) Operation Staff (1) Other Relevant Staff (1)	Total 4.5 [person]

Core fund allocation office management (TSF)

		FY2018
Expected expenditure		25 [Million yen]
Breakdown	Office rent	22
	Printing	1
	Others	2

Resource allocation (IPBES-TSU-AP)

		FY2018
Total expected revenues from external funds for project implementation		17 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		9 [Million yen] 54 [%]
Approximate total of personnel budget		9 [Million yen]
Staff composition	IPBES-TSU-AP Head (1) Professional Staff (0.8)	Total 1.8 [person]

4.5. Strategic Management Office (SMO)

4.5.1. Knowledge and Communications (KC)

(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 during ISRP7

- 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 effective 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) FY2018 Key activities and fundraising for impact generation

Key activities (KC)

Intended impact 1	Enhanced profile of IGES both in Japan and abroad
Key activities	Improve frequency of communication with Media. Collecting information from each unit by building good relationships with them is key for this. To catch up with their latest activities, encourage each unit to upload their works onto the website or share them with Communication team.
Intended impact 2	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
Key activities	Promote cross-area arrangements, including COP24 related arrangements (organising side-events, media outreach before and during COP, conducting post-COP seminars, etc.) in the field of climate change, as well as the response to HLPF in the field of SDGs.
Intended impact 3	Networks and opportunities established and enhanced to advance knowledge co-learning and co-generation around low-carbon, resilient and sustainable development strategies and actions
Key activities	Under the International Research Network for Low Carbon Societies (LCS-RNet) activities, promote joint research on transition/transition management towards decarbonised societies with other partner institutes in Europe, conduct research on development policy in natural resource-dependent developing countries in their responses to the global transition to carbon neutrality, and so forth.
Intended impact 4	Events and multi-stakeholder policy processes managed for effective dissemination and achievement
Key activities	<ul style="list-style-type: none"> • Conduct MOEJ's commissioned work on the Talanoa dialogue, which aims to collect information on efforts made by non-state actors in Japan and disseminate these efforts through website. • Organise ISAP2018 / 20th anniversary event under the theme of "Driving Transformative Actions through Integrated and Innovative Approaches".
Intended impact 5	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
Key activities	<ul style="list-style-type: none"> • Develop a pilot knowledge management activity to share good practices and valuable information among IGES staff. • Encourage area/team to utilise IGES's Strategic Operation Fund (SOF) strategically and to implement in timely manner to adopt and apply IGES knowledge to target stakeholders.
Intended impact 6	Sustainability innovations streamlined into policies, planning and practice
Key activities	Conduct a preliminary research work on effective approach to achieve sustainability innovation streamlined into policies, planning and practice.
Fundraising strategy	Through the LCS-RNet activities, try to seek further collaboration (and fund-raising) opportunities with partner organisations.

(4) Resource allocation

Resource allocation (KC)

		FY2018
Expected revenues from external funds for project implementation		171 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		111 [Million yen] 64 [%]
Approximate total of personnel budget		136 [Million yen]
Staff composition	Principal Staff (2.5) Senior Staff (4) Professional Staff (6.2) Operation Staff (4)	Total 16.7 [person]

Core fund allocation institute-wide research and activities (KC)

		FY2018
Expected expenditure (approximate allocation to the section)		60 [Million yen]
Breakdown	ISAP	32
	E-learning*	0
	Outreach	6
	Strategic Operation Fund	15
	Networking contribution and others	7

* Related costs can be covered under the Investment budget for Communications Programme

4.5.2. Research and Publications (RP)

(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 SRF and the library.

(2) FY2018 Key activities and fundraising

Key activities (RP)

Activity / Impact 1	SDGs
Key activities	Plan and implement flagship/ priority outputs related to SDGs, particularly focusing on key policy processes such as the HLPF.

Activity / Impact 2	Climate
Key activities	Plan and implement flagship/priority outputs related to climate, particularly focusing on priority policy processes. Recommendations of the FY2017 flagship project on the transparency framework related to capacity building will be implemented through a project funded by JICA. Research and policy work on the carbon pricing will be conducted through the continuation of the Suishinhi project (led by Prof. Arimura of Waseda University) as well as through a recently secured commissioned work from MOEJ (collaborating with the Mizuho Information & Research Institute and Prof. Lee of Meijo University).
Activity/ Impact 3	Facilitation of institute-wide research progress
Key Activities	Continue management of publication policy and approval process, management of SRF process, editing (Japanese and English) and translation coordination services, library management, management of plagiarism checking software.
Activity/ Impact 4	Contribution to IGES promotion and management
Key Activities	Coordination of response to think-tank surveys, contribution to BOD/BOT documents, coordination of periodic research progress meetings, reviewing important PR outputs. Prepare citation count of peer reviewed journal articles. Supported the communications team to check outreach materials.
Fundraising strategy	Two external fundraising proposals were successful: one to JICA on capacity building for the Paris Agreement transparency framework, and one to MOEJ on carbon pricing. The carbon pricing Suishinhi will continue. It is expected to apply for MOEJ commissioned work relating to the International Institute for Applied Systems Analysis (IIASA), OECD, and G20. Priority outputs/flagship work is mainly related to internal funds.

(3) Resource allocation

Resource allocation (RP)

		FY2018
Expected revenues from external funds for project implementation		127 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		60 [Million yen] 47 [%]
Approximate total of personnel budget		60 [Million yen]
Staff composition	Principal Staff (2) Senior Staff (1) Professional Staff (3) Other Relevant Staff (0.5)	Total 6.5 [person]

Core fund allocation for institute-wide activities (RP)

		FY2018
Expected expenditure (approximate allocation to the section)		46 [Million yen]
Breakdown	IGES Strategic Research Fund	25
	Library-related expenses	13
	Whitepaper/Flagship products	5
	Others	3

4.5.3.Planning and Management (PM)

(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 and protect 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) ICT Systems, (iii) Financial Management, (iv) HR Management, and (v) General Administration.

(2) FY2018 Key activities and fundraising

Key activities (PM)

Activity / Impact 1	Increase in capacity to support fundraising and improvement of financial value-added (FVA)
Key activities	Key activities include: development of fundraising support platform (investment), strengthening/redefining procurement policies, development of project database, and target setting for FVA and funded working days (unit level).
Activity / Impact 2	Continued improvement in efficiency and corporate governance
Key activities	Activities include: promotion of easy self-reporting and/or online procedures, procurement policies (aforementioned), reduction of overtime, and an overall improvement in internal decision-making efficiency
Activity / Impact 3	HR capacity development
Key activities	Introduction of Tenure/Tenure-Track System (later in FY2018), support to the investment programme (see following section), preparation of life-work balance certificates in Japan (Kurumin)
Activity / Impact 4	Institute-wide evaluation
Key activities	Mid-phase review
Fundraising strategy	Strengthen the support for fundraising

(3) Resource allocation

Resource allocation (PM)

		FY2018
Expected revenues from local governments and others		36 [Million yen]
Breakdown	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		123 [Million yen]
Staff composition	Acting Managing Director (1) Principal Staff (2) Senior Staff (2) Professional Staff (3) Operation Staff (8.8)	Total 16.8 [person]

Core fund and others allocation for institute-wide general administrative operations (PM)

[Million yen]

Expected expenditure*		FY2018	Reference	
			FY2017	Difference
Breakdown	Facilities for IT (including PC & Software)	38	46	-8
	Facilities for building (including office furniture)	29	27	+2
	Governance issues (BOD/BOT meetings, Remuneration for lawyer, auditor, labor and social security attorney, etc.)	24	23	+1
	Institutional Management System** (Accounting, HR, other approval systems)	7	13	-6
	Recruitment and other HR issues	11	11	0
	Communication fee such as telephone, internet etc.	9	9	0
	Printing	6	6	0
	Insurance for overseas travel	4	5	-1
	Bank charge for remittance	4	5	-1
	Others (office supplies, interests, etc.)	2	8	-6
	Consumption tax	1	1	0
Total		135	154	-19

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

** JPY7 million out of the total amount will be offset by the subsidies from local government in FY2018 instead no offset was made in FY2017.

ANNEX 1: Other Projects for Public-interest Purposes

1. Technical Support Unit (TSU) for the Task Force on National Greenhouse Gas Inventories (TFI), Intergovernmental Panel on Climate Change (IPCC)

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

The activities planned for FY2018 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 FY2018, the TSU will test the implementation of the Tier 2 worksheets for the Agriculture sector implemented in FY2017. Also, TSU will start work on the implementation of Tier 2 worksheets for Forestry and Other Land Use Sector and Tier 1 worksheets for the 2013 Supplement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories: Wetlands (Wetlands Supplement). 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 FY2018, 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. updating the EFDB website, streamlining types of parameters and production of the update of the off-line version). TSU will also continue popularising EFDB at various climate meetings.

(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 entitled the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (2019 Refinement). In

FY2018, the TSU will organise the fourth and final Lead Author Meeting in October 2018, and a smaller preparatory meeting before the 49th session of IPCC which will take place in May 2019 in Kyoto, Japan, where 2019 Refinement is planned to be adopted/accepted by the Panel. The TSU will also organise the Government/Expert Review of the Second Order Draft of 2019 Refinement from 2 July to 9 September 2018, and Government Review of the Final Draft from 14 January to 10 March 2019.

(4) Inventory Internship Programme

In FY2018, this programme will not be implemented.

(5) Collaboration with Other Organisations

In FY2018, 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, NIES, Global Forest Observations Initiative (GFOI) 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 FY2018:

(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 23rd Inter-Governmental Meeting (IGM).

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 23rd IGM.

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 2018, SRC Meetings are planned to be held in these three sub regions to share common challenges and research needs for sustainable society. Additionally, a scoping meeting to discuss the establishment of a Sub-Regional Committee for Oceania is also scheduled in FY2018.

ii. Proposal Development Training Workshop (PDTW)

APN will hold a PDTW in Tokyo, Japan, in September 2018 to develop the capacity of young scientists from APN Temperate East Asia member countries to conduct global change research and compete for funding.

iii. 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.

- The 12th International Conference on Environment Management of Enclosed Coastal Seas (EMECS12)
- Hokusetsu SATOYAMA International Seminar

Other

i. Inter-Governmental Meeting and Other Meetings

APN will conduct its 23rd IGM and Scientific Planning Group (SPG) Meeting in Bangkok, Thailand, in July 2018.

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 FY2018, the Japanese Center for International Studies in Ecology (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, Brunei, Kenya, Uganda and Lao PDR and explore to develop related international research activities in collaboration with Natural Resources and Ecosystem Services Unit of IGES. It will also 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. JISE will conduct vegetation science research related to evaluation and conservation of biodiversity at the regional level, including creation of a list of alien species which needs special attentions and introduction of biodiversity hot spots in Kanagawa prefecture. JISE will also promote practical research for restoring 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, NPOs, citizens etc., and will practice natural regeneration focusing on forest creation by enhancing joint research opportunities with other education and research institutions especially in Kanagawa prefecture.

(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 cultivate persons to contribute to conservation and restoration of the environment based on their understanding about the importance of bio-diversities, JISE will hold “Ecological training” sessions and a series of lectures to enhance basic capacity of ecological nature cognition and understanding of environmental conservation targeting a wide audience including local citizens and representatives of businesses. In addition, IGES will hold outdoor experimental and environmental education (Ecological training) for elementary, junior high school and high school students.

(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.

JISE will also promote capacity building, exchange and dissemination activities through collaboration with Kanagawa related organisations such as Kanagawa Prefectural Museum of Natural History.

(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 25 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 scientific dissertation retrieval and publication system available on-line.

ANNEX 2: FY2017 Lists of the United Nations units, international networks/initiatives or organisations that IGES hosts, serves as secretariat for, or has collaborative agreements with

(As of May 2018)

United Nations units (4)

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

Networks to which IGES serves as the secretariat (11)

	Name of the network	Main function
1	ASEAN SDGs Frontrunner Cities Programme / High Level Seminar on ESC (HLS ESC)	Regional network which promotes local SDGs policies and practices of ASEAN cities. The annual HLS is the knowledge sharing network and platform of Asian cities under the East Asia Summit (ASEAN+8) Environment Ministers Meeting (EAS EMM) framework, which collects and disseminates the voice of Asian cities to the rest of the world.
2	Asian Co-benefits Partnership (ACP)	Network to support the mainstreaming of co-benefits into sectoral development plans, policies and projects in Asia launched at the Better Air Quality 2010.
3	Asian Environmental Compliance and Enforcement Network (AECEN)	Regional Network of national and sub-national agencies from Asian countries committed to improving compliance and enforcement launched in 2005 with support from the USAID and partner organisations including ADB, US EPA and UNEP and others.
4	Clean Asia Initiative (CAI)	Initiative to help economic development in Asian countries to leap over environmental degradation by passing on Japan's experiences of technologies, organisations, and systems.
5	International Institute for Applied Systems Analysis (IIASA) Japan Committee Secretariat	Research collaboration currently focuses on solving global scale problems mainly in the field of systems analysis.
6	International Research Network for Low Carbon Societies (LCS-RNet)	Researchers' network which dedicates to governmental policy making processes to promote low-carbon societies. Initiative the G8 Environment Ministers' Meeting.
7	Japan Climate Leaders' Partnership (Japan-CLP)	Support Japanese private-sector network to promote the transition to sustainable and low-carbon society.
8	Knowledge Hub of the Asia-Pacific Water Forum	One of the regional water knowledge hubs to generate and share water knowledge and building capacity in the Asia-Pacific region.
9	Low Carbon Asia Research Network (LoCARNet)	Asian Researchers' network to facilitates science-based policies for low-carbon development in the Asian region, launched by LCS-RNet
10	SWITCH-Asia Sustainable Consumption and Production Facility	Facility to facilitate and coordinate the SWITCH-Asia grant projects and contribute to the implementation of SCP in the region. The facility is jointly implemented by GIZ, IGES and adelphi.

11	Water Environment Partnership in Asia (WEPA)	Network to improve the water environment in Asia by strengthening water environmental governance.
-	ASEAN ESC Model Cities Programme (2011-2017)	Regional network which promotes bottom-up innovative practices/policies by ASEAN's frontrunner cities.
-	Asia Pacific Adaptation Network (APAN) (2010-2015)	Asia-Pacific region's network with special emphases on the management of climate change adaptation knowledge and capacity building. Part of the Global Adaptation Network (GAN) by UNEP.
-	Sustainable Development Planning Network for Asia-Pacific (SDplanNet-AP) (2008-2017)	Network of professionals involved in development planning to share innovative approaches for integrating sustainable development into plan and strategies launched with support from IISD.
-	The Asia-Pacific Forum for Environment and Development (APFED) (2001-2010)	Regional group of prominent experts to address critical issues and propose new models for equitable and sustainable development.
-	The Kitakyushu Initiative (2000-2010)	Initiative to improve urban environment in Asia and the Pacific region under the direction of the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) in collaboration with Kitakyushu city.
-	USAID Adapt Asia-Pacific (2015-2016)	Knowledge management support to USAID's climate change adaptation project preparation facility for Asia and the Pacific.

Collaborative agreements (33)

	Institute	Scope
International organisations		
1	Asian Development Bank (ADB)	Climate change, wastes, energy, water resources
2	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	Establishment of and collaboration through the TSU for the Asia-Pacific Regional Assessment for the IPBES
3	International Council for Local Environmental Initiatives (ICLEI)	City level collaboration for sustainable cities
4	ICLEI Japan	City level collaboration for sustainable cities
5	International Institute for Sustainable Development (IISD)	Knowledge exchange
6	International Labour Organization (ILO)	Environment-economy-employment linkages, green jobs
7	Secretariat of the Convention on Biological Diversity (SCBD)	Implementation of the Capacity building project for the implementation of IPBES Asia-Pacific Regional Assessment
8	United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)	SDGs, knowledge sharing and mutual support to conferences
9	United Nations Environment Programme (UNEP)	Climate change, wastes, air pollution
10	UNEP-International Environmental Technology Centre (IETC)	Establishment of Collaboration Centre on Environmental Technology
11	United Nations Framework Convention on Climate Change and its Kyoto Protocol (UNFCCC)	CDM data exchange
12	UNFCCC	Establishment of and collaboration through the UNFCC Regional Collaboration Centre (RCC)

Research collaboration		
1	Asia-Europe Foundation(ASEF) The Stockholm Environment Institute(SEI) The Hanns Seidel Foundation(HSF) ASEM SMEs Eco Innovation Center (ASEIC)	Contribution to the Asia-Europe Environment Forum (ENVforum) to foster inter-regional cooperation between Europe and Asia on sustainable development and its environmental dimensions.
2	Asian Institute of Technology (AIT)	Policy research on sustainable development
3	Conservation International (CI) and United Nations University-Institute of Advanced Studies (UNU-IAS)	Research collaboration on biodiversity
4	Institute of Microfinance (InM)	Research collaboration on inclusive finance
5	International Centre for Integrated Mountain Development (ICIMOD)	Research collaboration on natural resources management
6	Korea Environment Institute (KEI)	Research collaboration in the major thematic areas incl. climate change
7	Ministry of Forests and Soil Conservation (Government of Nepal)	Research collaboration on forest governance standard
8	National Environment Commission (NEC), Royal Government of Bhutan	Research collaboration in the area of climate change and its impact in Bhutan
9	National University of Laos	Research collaboration on natural resources management
10	Sino-Japan Friendship Center for Environmental Protection	Research collaboration on environmental protection
11	The Energy and Resources Institute (TERI)	Mutual agreement to host desk each other
Cities		
1	City of Yokohama (Y-PORT)	City level collaboration for sustainable cities in Asia
2	Kawasaki City	City level collaboration for sustainable cities in Asia
3	Shimokawa Town	Technical cooperation on promotion of sustainable development goals (SDGs)
4	Toyama City	Technical cooperation for decarbonised urban development
Japanese Universities		
1	Hiroshima University	Personnel exchange, research collaboration
2	Nagoya University	Implementation of the IUC-J project at the IGES Tokyo Sustainability Forum
3	Tokyo City University	Personnel exchange, research collaboration
4	Tokyo Institute of Technology	Personnel exchange, research collaboration
5	Yokohama City University	Personnel exchange, research collaboration
6	Yokohama National University	Personnel exchange, research collaboration

Other (membership, etc.) (6)

	Institute, network or initiative	Scope
1	Japan Consortium for Future Earth (2013-)	Collaboration on research and knowledge exchange
2	Rockefeller Foundation 100 Resilient Cities program (2016-)	Platform partner to support resilience strategy formulation
3	Sustainable Development Solutions Network (SDSN) Japan (2015-)	Collaboration on research and knowledge exchange on SDGs
3	UNEP Finance Initiative (UNEP FI) (2017-)	Joined as a Supporting Institution
4	United Nations Economic and Social Council (UN ECOSOC) (2003-)	Contribution to the work of UN
6	United Nations Global Compact (UNGC) / Global Compact Network Japan (GCNJ) (2015-)	Collaboration on knowledge exchange on SDGs