

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

Year 3

FY2019 Business Plan and Budget

May 2019

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 (Units), 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. The position of IGES in the University of Pennsylvania think tank ranking has remained quite stable, at number 40 globally among environment-related think tanks.¹ IGES will continue its efforts in achieving goals under the ISRP7 in FY2019 and beyond.

¹ 38th (2014-2016) and 40th (2017 and 2018)

2. Overall key targets

2.1. Intended impacts

During the ISRP7 started from FY2017, IGES set a target to achieve 25 impact cases per year and reported 25 and 36 cases in FY2017 and FY2018 (progress as of April 19), respectively.

One challenge at the beginning of ISRP7 was weak cross-Unit collaboration. By nature, such cross-Unit collaboration has great potential to generate new knowledge and then form larger impacts. In this regard, in FY2018, SMO took the lead of enhancing cross-Unit collaboration for sending messages at key conferences or policy processes. For example, SMO organised a media-briefing session and shared talking points before the 24th Conference of the Parties (COP24) to the United Nations Framework Convention on Climate Change (UNFCCC), and held two COP seminars immediately after COP24, along with the timely publication of the *Intergovernmental Panel on Climate Change (IPCC) Special Report on Global Warming of 1.5 °C Handbook: background and future outlook* (“Handbook”). SMO did the same exercises for the Fourth Session of the UN Environment Assembly (UNEA4) in February 2019 and for the Sixth Asia-Pacific Forum on Sustainable Development (APFSD6) in March 2019 to strengthen cross-Unit collaboration. SMO will continue to promote such collaboration in FY2019.

In response to the release of the *IPCC Special Report on Global Warming of 1.5 °C* (IPCC SR1.5) in October 2018, the aforementioned Handbook was developed and released at IGES COP24 debriefing seminar. The Handbook introduced the latest information of the report itself and its *Summary for Policy Makers* (SPM) to Japanese readers. The Handbook recorded over 2,000 downloads as of March 2019 and this indicates that there is a niche in disseminating information for stakeholders in Japan. SMO plans to introduce a few key documents in Japanese in FY2019, such as the *IPCC Special Report on Climate Change and Land*, *IPCC Special Report on the Ocean and Cryosphere in a Changing Climate*, UN Environment (UNEP)’s *Emissions Gap Report*, together with IGES’s research results (outputs).

In FY2018, SMO received 39 Strategic Operation Fund (SOF) proposals (as of April 2019, a total budget of approx. JPY 15 million) that aim to promote IGES’s impact generation. SOF was used for urgent and important actions (to attend conferences, etc.) which had no budget or which newly emerged in the middle of the year. For example, SOF was applied to dispatch a couple of staff members to the Asia-Europe Environment Forum (ENVforum) organised by the Asia-Europe Foundation (ASEF), which resulted in its 2019 conference to be held in Yokohama in July 2019, back-to-back with the International Forum for Sustainable Asia and the Pacific (ISAP2019), and to other key conferences such as COP24, UNEA4, APFSD6, which helped IGES’s contribution to these important policy processes.

Outreach was improved both in quality and quantity. For example, the IGES e-newsletter, which had been irregularly issued, has been issued on a regular monthly basis since the beginning of 2018, and the number of issues was doubled. With the effort to support and encourage each Unit, the frequency of information updates on the website was also improved. The number of website page views (PV) has shown an increasing trend since FY2016. The monthly average of PV was 59,316 in FY2017 and 67,933 in FY2018 (Figure 1). The number of publication downloads dipped in FY2016 and FY2017, but it recovered in FY2018 (Figure 2).

Media relations were strengthened by increasing the number of media briefings, actively developing and acquiring writing opportunities for external media, which brought further opportunities for interviews and inquiries. As a result of these activities, the number of exposures in domestic media has significantly increased (Table 2). In addition to this, the exposure in overseas media has also resulted in a large increase due to utilising the press release distribution services for overseas. Also, communication through social media was also strengthened: Twitter had acquired 1,288 followers in total for the Japanese and English accounts and 183 likes in Facebook as of the end of March 2019 (Table 3). Such social media thus provided IGES with opportunities to be mentioned or cited by the social media accounts of media, related ministries, overseas research and academic institutes.

In FY2019, SMO-KC plans to take a lead in the following actions:

1. Stay involved in key processes such as High-level Political Forum (HLPF) (July 2019), UN Climate Action Summit and SDG Summit (September 2019), and COP 25 (December 2019). It is important for IGES to strengthen its systematic and strategic approach to these opportunities and best utilise them for effective impact generation. SMO-KC will lead and coordinate actions in close collaboration with relevant Units through strategic planning for inputs, actions, outputs, outcomes and expected impacts.
 - With regards to inputs and actions, timely delivery of relevant IGES research products (IGES research outputs) at these key processes is considered as vital. This has been achieved to a certain extent over the past years, but it could be further strengthened by carrying out advanced planning and strategising implementation.
 - Analysing the outputs/outcomes of these key processes and delivering IGES views to potential audiences in a timely manner is also important. This practice has been relatively weak in the past, but it will be strengthened and regularised in collaboration with relevant Units, for example through timely publishing of relevant briefing notes on the IGES website.
 - Important opportunities are not limited to international processes and conferences, but extend to globally important and influential key documents on the environment as mentioned above. Providing timely analytical views on these reports, for example in the format of a handbook or briefing note, will be strengthened. In line with these activities, timely delivery of Japanese translation of selected materials, such as the summary for policy makers of selected reports, will be implemented.
 - SMO-KC intends to strengthen synergy for impact generation, not only through enhancing the cross-Unit collaboration, but also through networking and collaboration with its partner organisations.

2. In addition, flagship IGES conferences, symposia and seminars such as ISAP2019 (July 2019) and COP25 Seminar (December 2019) will be strategically designed as important stepping stones for IGES (preparatory meetings, debriefing or outreach opportunities) in regional and global processes.
3. SOF, which has been executed on a rather ad-hoc basis in the past, will be better utilised with two proposed complementary categories: (i) selected international processes and conferences as target opportunities for impact generation and (ii) ad-hoc application for emerging opportunities. A call for applications for the category (i) will be made around the beginning of each fiscal year, so that SMO and relevant Units can better plan and effectively utilise SOF. It will also be possible to monitor the progress of planned activities, coupled with other management tools, and evaluate whether the investment by SOF resulted in actual impact generation. The conventional category (ii) is considered important and will be maintained so that any emerging opportunities can be accommodated in a timely and flexible manner. Applications for category (ii) will be accepted and reviewed around the year.
4. SMO continues to further improve the means of communications and outreach by using appropriate indicators for communications, depending on the targets to be delivered.

Table 1: Key Targets for Impact Generation for FY2019

Indicator	FY2019 target	Change from FY2018
Cases of high level of influence	25	No change
IGES publication downloads	250,000 in total	No change
IGES website viewership	730,000	No change
Media coverage (newspapers, magazines, TV/radio broadcasts, web-media)	250 in total	No change

Progress on IGES website page views, downloads of IGES publications, total number of media coverage, and key numbers of social media activities are presented in Figure 1, Figure 2, Table 2 and Table 3, respectively.

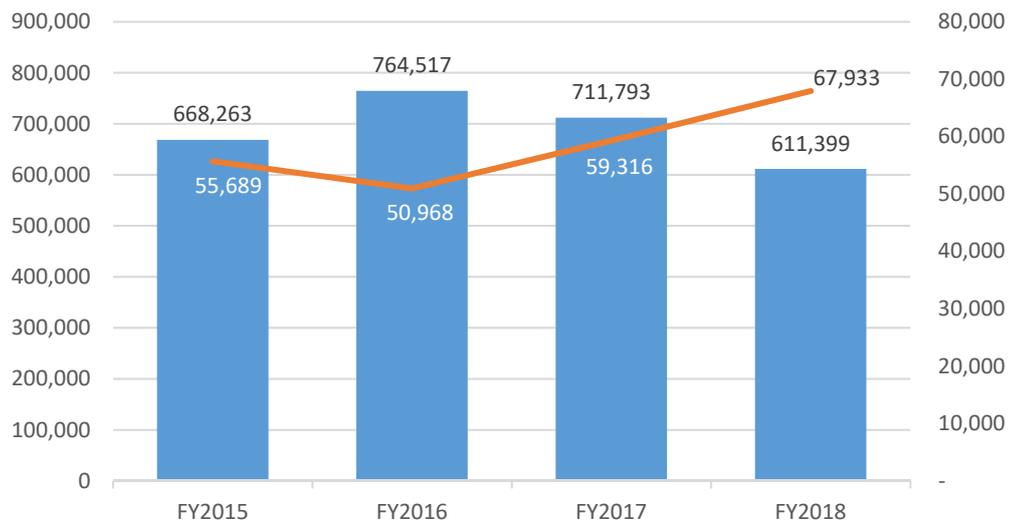


Figure 1: IGES Website Page Views (FY2015-2018)

FY2016 figures cover 15 months (April 2016 - June 2017)

FY2018 figures cover 9 months (July 2018 - March 2019)

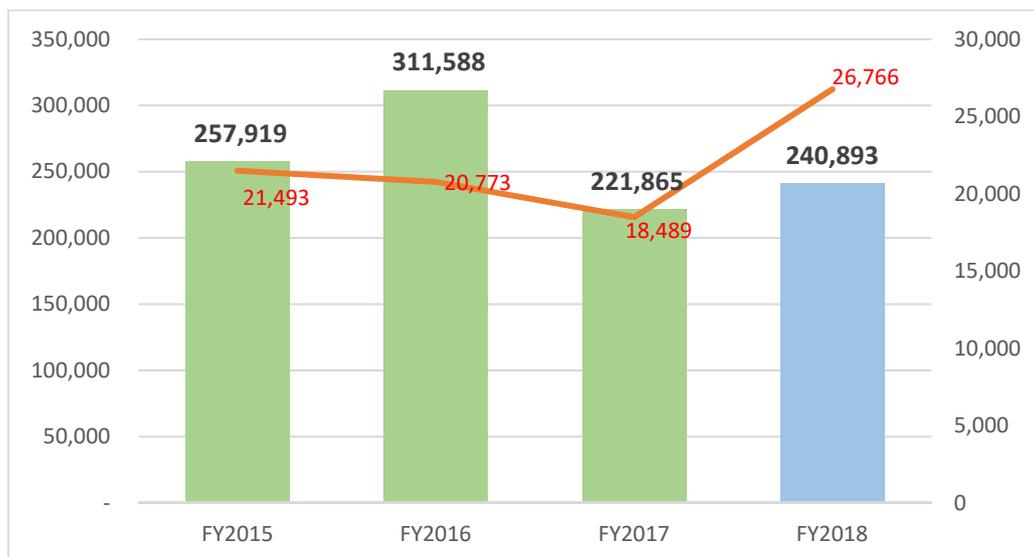


Figure 2: Downloads of IGES Publications (FY2015-FY2018)

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

FY2016 figures cover 15 months (April 2016 - June 2017)

FY2018 figures cover 9 months (July 2018 - March 2019)

Table 2: Total Number of Media Coverage (FY2015-FY2018)

Language	FY2015	FY2016	FY2017	FY2018
Japanese	199	240	223	281
Other languages	97	45	34	71
Total	296	285	257	352

IGES FY2016 was reported for April 2016-June 2017 (15 months).

FY2018 figures cover 9 months (July 2018 - March 2019)

Table 3: Key Numbers of Social Media Activities (FY2018)

Twitter

FY2018	Followers	Impressions
Japanese Account	765	559,408
English Account	523	150,110

Facebook

FY2018	Page Like	Reach
	183	75,600

FY2018 figures cover 9 months (July 2018 - March 2019)

2.2. Outputs

At this stage, the output targets seem appropriately ambitious -- they are somewhat challenging, but generally feasible with concerted and efficient efforts (Table 4).

Regarding priority outputs, the emphasis is expected to be on more strategic and focused outputs, taking greater advantage of existing strengths and activities, but also more closely targeting specific policy processes. Cross-group collaboration is generally expected since many priority issues are cross-cutting in nature. It is also important to ensure feasibility and timely implementation by keeping each project focused at a manageable scale, avoiding spending excessive time on planning and coordination.

Contributions to global and regional assessments will continue. The sixth Global Environment Outlook (GEO-6) is expected to be finished, while participation in assessments will continue. From next year, IGES will contribute to the Intergovernmental Panel on Climate Change (IPCC)'s Sixth Assessment Report (AR6) as well as two assessments conducted by the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), the Global Assessment and one on the sustainable use of wild species. As UNEP's GEO-6 was published in March 2019, IGES will make efforts to participate in the international planning process for GEO-7.

Regarding the Strategic Research Fund (SRF), it is expected that last year's overall strategy will continue to link it more closely to the production of priority outputs and flagship reports, and make more focused contributions to important policy processes, particularly those which are not well-supported by commissioned work or other funds. It is also hoped to start the planning and application process sooner.

Table 4: Outputs Targets for FY2019

Indicator		Target	Change from FY2018
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*	Target unit was changed from “part” to “full” assessment.

*: Number of assessments that IGES will contribute to. The target unit was changed to avoid confusion about the definition of “part” as the number of assessments IGES contributes to increases.

Progress in written policy and research outputs and IGES in think-tank ranking is presented in Figure 3 and Table 5, respectively.

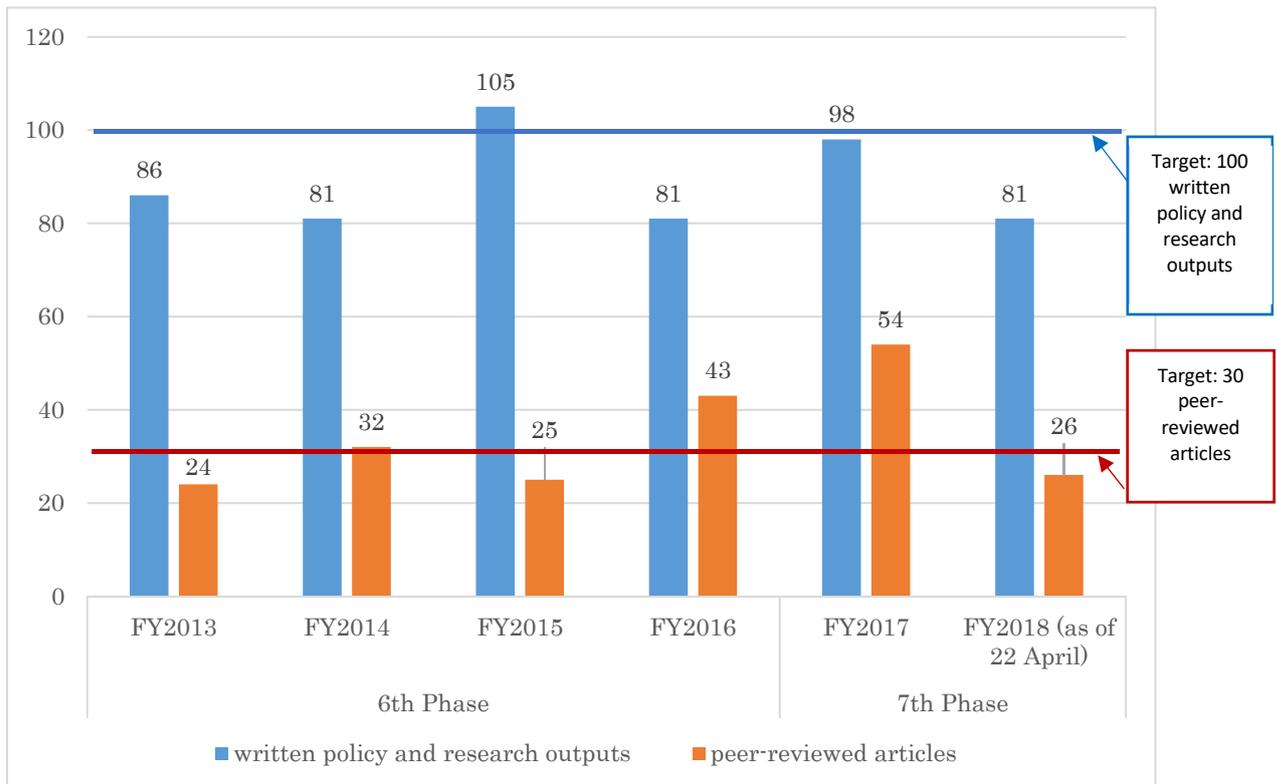


Figure 3: Written Policy and Research Outputs Compared to 7th Phase Targets

Table 5: IGES in Rankings (FY2013-FY2017)

	2013	2014	2015	2016	2017	2018
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	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*	NA*

* As of April 2019, the results have not been published.

2.3. Management

In FY2017-2018, efforts were made in improving institute-wide management with special emphases on building a sounder financial base, improving operational efficiency and increasing transparent corporate governance, and building human resources (HR) capacity and improving working environment at IGES. In FY2019, SMO-PM will continue to make improvements in these three areas for IGES operations below.

(1) A sound financial base

- Continue to develop IGES project database to support efficient fundraising and project information management, streamlining project proposal approval procedures at the same time (from paper-based to online procedures).
- Continue to set the target for project financial value-added (project FVA²) for externally funded projects and manage funded working days (Unit level) to secure a sound financial base for IGES activities.

(2) Operational efficiency and transparent corporate governance

- Strengthen implementation of IGES regulations (personal information, information security, etc.) and procurement procedures.
- Continue improving efficiency in internal administrative procedures. By developing aforementioned IGES project database, improve the efficiency³ of proposal submission approval process and functionality (ability to track down the status in the process, receive feedback, etc.). For the time being, the same two metrics (reduction of mission approval process time and reduction of approval documents) will be used for monitoring the efficiency.
- Review the roles and operation flows especially related to administrative works and improve them in collaboration with SMO-PM ICT (Information and Communication Technology) and SMO-KC.

² See [Notes to indicators] #3 in the page 11.

³ It is anticipated that developing database would require some time and thus the effect in efficiency will realise later.

- Renew the environmental management certification (so called Eco-Action 21⁴) and strengthen its activities at all IGES offices.
- (3) Human resource capacity development and working environment
- Prepare to obtain childcare support certification (so called Kurumin⁵) and women's participation promotion certification (so called L-boshi⁶) by improving /introducing necessary measures such as a telecommuting work scheme, etc.
 - Examine IGES's diversity, inclusion and work-life balance issues in the context of SDGs in collaboration with other unit members identifying issues/challenges and possible measures for improvement.
 - Provide capacity development opportunities for staff members including training opportunities (online) to managers and others.
 - Continue to reduce overtime through improving administrative procedures and allocating appropriate volume of human resources for required operations.
- (4) Milestone setting and evaluation
- Explore a possibility of utilising a commercially-available software that allows online interactions between staff members and their supervisors and accommodates milestone setting, performance evaluation from diverse dimensions, as well as capacity development suitable for IGES.
- (5) Preparation for ISRP8
- Start initial preparation in discussion with SMO sections, including conducting surveys as necessary.

Table 6 presents key management-related targets proposed for FY2019 to meet the targets set for the 7th Phase. Detail of plans for the targets that are related to the FY2018 annual budget (items 1- 6 in Table 6) are presented in the following section.

⁴ Certified by the Ministry of the Environment, Japan

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

⁶ Certified by Labor Bureau of the Ministry of Health, Labor and Welfare in Japan to the organisations that promote women's participation and advancement in the workplace

Table 6: Management-related Targets for FY2019

	Indicator	FY2019 target	(Reference) FY2018 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]	JPY2.4 billion	JPY 2.3 billion	over JPY2 billion
3	Ratio of project FVA in the external funds in total	49%	48%	49%
4	Ratio of international external funds in the external funds	Over 25%	Over 25%	over 25%
5	Ratio of general administrative cost in the total expenditure	13%	13%	12%
6	Ratio of administrative staff in total staff	17%	19%	15%
7	Reduction of overtime [%, in comparison with FY2016]	45% (time-based)	45% (time-based)	60% (time-based)
8	Improvement in the efficiency of IGES internal decision making [%, in comparison with FY2016]	Over 50% and 45% for the same two metrics	40%	80%

[Notes to indicators]

2: Exchange rate of April 2018 or 2019

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.

4: Exchange rate of April 2018 or 2019

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: Overtime by staff members who are not discretionary labour system applied. To monitor both productivity and work-life balance more appropriately at the individual level, overtime work hours per staff member should be also monitored from FY2019.

8: Intend to achieve through various measures (simplifying the approval process itself, introducing online application procedures, and improving document retrievability). Results of FY2017 were 49% (reduction of mission approval process time) and 23% (reduction of approval documents), and reported as approximately 40%. Results of FY2018 (as of March 2019) from the same metrics were 50% and 44%, respectively.

3. FY2019 Overall Resource Plan

3.1. Budget overview

The scale of IGES operations will be maintained at a similar level as that in FY2018 in terms of the total volume of revenues from the projects supported by funding agencies. The FY2019 budget includes an investment plan using the Deposit for Promoting Strategic Initiatives⁷ (referred to as Investment hereafter) under IGES own initiatives. The substantial balance will be made by raising funds and maintaining the project FVA ratios of externally funded projects as well as conducting continued cost saving measures during implementation. An overview of the FY2019 annual plan budget is presented in Table 7.

Table 7: Overview of FY2019 Business Plan Budget

	FY2016 (Budget)	FY2017 (Budget)	FY2018 (Budget)	FY2019 (Budget)	FY2019- FY2018 (Difference)
(JPY million)					
Revenue					
MOEJ Contribution	500	500	500	500	0
Deposits for Promoting Strategic Initiatives	30	30	75	75	0
External Funds (project based) (a)	2,318	2,156	2,322	2,416	94
Subsidies from Local Gov.	350	350	349	349	0
Others	39	36	36	37	1
Total Revenue	3,237	3,072	3,282	3,377	95
Expenditure					
Operating costs for externally funded projects (b)	1,272	1,138	1,219	1,219	0
Operating costs for IGES own initiatives	95	130	155	155	0
Personnel costs	1,261	1,225	1,342	1,417	75
Administrative costs	609	579	566	586	20
Total Expenditure	3,237	3,072	3,282	3,377	95
Balance	0	0	0	0	0
Project Financial Value-Added: (FVA) (a)-(b)	1,046	1,018	1,103	1,197	94
Project FVA Ratio: ((a)-(b))/(a)	45%	47%	48%	49%	1% point

Note: FY2018 External Funds (updated in April 2019, budget-based) have exceeded JPY 2,400 million.

3.2. Fundraising (Revenues)

The core fund from the Ministry of the Environment, Japan (MOEJ) has been secured for FY2019⁸ to the amount of JPY500 million, and subsidies from patron local governments and others are expected to be maintained at a similar level as FY2018. The total volume of project funds raised from funding agencies (external funds) is aimed at JPY2.4 billion (as budget-base) to keep the same level of FY2018

⁷ *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 Foundations and the use of deposit is treated as expense with matching past revenues already recorded in the previous fiscal years.

⁸ For the period of April 2019- March 2020

budget. The ratio of overseas funds in the total revenue in FY2019 is set at over 25%. Breakdown of external funds and their trend in the past is presented in Figure 5.

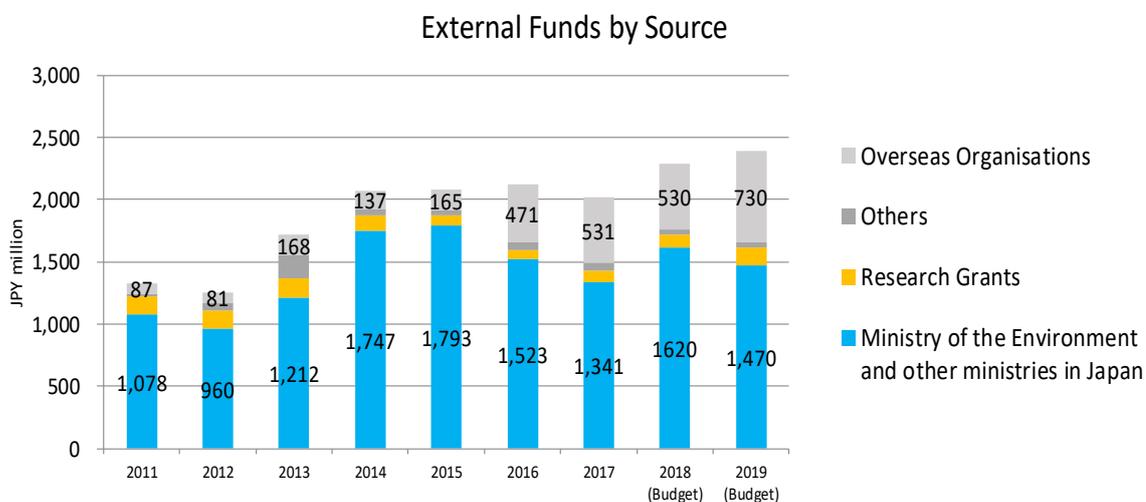


Figure 5: External Funds Breakdown

IGES continues to increase the overall average ratio of project FVA to 49% (proposed budget-based, one point up from FY2018) by increasing applications for the projects with higher project FVAs (incorporating a certain part of research and operation works by IGES staff members, and minimising 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. SMO will set more specific fundraising goals at the beginning of the fiscal year for each Unit.

3.3. Resource Utilisation Policy (Expenses)

(1) Promotion of IGES own initiatives

In FY2019, IGES continues to allocate the *extended core fund*⁹ for 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 (Table 8).

⁹ 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 minus earmarked personnel cost and consumption tax.

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 and management of IGES digital knowledge products.

International Forum for Sustainable Asia and the Pacific (ISAP) 2019:

- Organise ISAP2019 in collaboration with other organisations (back-to-back events) for larger impact generation in late July 2019 (after the HLPF in NY).

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 through joint research and/or cross appointment; 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: projects that enhance the capacity to design/develop and conduct webinars, e-learning and training materials; efforts to strengthen communications with target stakeholders through effective use of Information and Communication Technology (ICT) tools, social media, and translation; and human resource allocation to implement the above mentioned activities. This programme continues to support the activities led by the communications team of SMO-KC.

- *Business Arm/Support Programme*

The programme aims to explore possibilities to earn certain external funds based upon capabilities that IGES has developed over the years or to develop capacity or systems/facility that enhance the Institute's financial resilience. Examples include: projects that enhance institutional capacity of organising international meetings/workshops; hosting development programmes including accounting and procurement, fundraising and possible use of the products of Communications Programme above. This programme continues to support activities led by the translation team launched in FY2018 to expand IGES's capacity for translation (between English and Japanese) and outreach for impact generation.

Table 8: Breakdown of IGES Own Initiatives

(JPY million)

Major Items	(Ref) FY2018	FY2019	Resourced by Deposit
Strategic Research Fund (SRF)	35	35	10
Strategic Operation Fund (SOF)	15	20	5
ISAP	32	25	25
Outreach	6	8	
Flagship	5	5	
Other operations	27	27	
[Investment] Capacity Building Programme for developing partnership and personnel	15	15	15
[Investment] Communications Programme for developing IGES's knowledge products	10	10	10
[Investment] Business Arm/Support Programme for developing IGES's institutional capacity	10	10	10
Total	155	155	75

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

- Administration cost will increase slightly from the FY2018 budget (Table 7) due to the IT system update and others. By continued efforts to reduce energy costs and others, the ratio targeted in the FY2019 budget is set at 13%.
- For FY2019, 17% is set to reduce the ratio of administrative staff numbers out of the total IGES staff members by continued efforts to raise work efficiency through reviewing administrative procedures and introducing improved systems.

3.4. Human resources

The number of full-time staff members planned for FY2019 is presented in Table 9.

Table 9: IGES Full-time Staff Members (Planned)

(Persons)

Categories	FY2017*	FY2018*	FY2019
Professional Staff	121	127	137
Principal staff	22	22	21
Senior staff	37	40	47
Professional staff	53	56	60
Dispatched from other organisations	9	9	9
Operation Staff	22	25	27
Total: IGES Staff members (Full-time)	143	152	164
Number of Administrative Staff** (Ratio of administrative staff in total staff)	26 (18%)	27 (18%)	27 (17%)

*Planned as of July 2017 or 2018 **Same definition shown in the footnote of Table 6 (#6).

3.5. Uncertainties in implementing FY2019 plan

For FY2019, the third year of the current phase, there are no drastic changes in IGES's mode of operation or foreseen externalities¹⁰ that may affect IGES's operation at the time of FY2019 planning. SMO will continue following 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 FY2019 budget, similar to those set out for FY2018.

- In case the external funds increase, priorities are to be given to promotion of IGES own initiatives, particularly for the Strategic Research and Operation Funds, same as in FY2018.
- 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 and personnel cost management should be maintained.
- 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.

¹⁰ Consumption tax in Japan will be raised from current 8% to 10% during FY2019. Besides some complications in accounting procedures, no major financial impacts are expected.

4. Intended impacts, major outputs, and resource allocation by group in FY2019

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 2019).’ HR allocations also present an indicative staffing plan, based on the IGES recruitment plan (as of 21 April 2019). Resource allocation is tabulated in the format below.

Resource allocation (example)

		FY2019
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) FY2019 Key activities and fundraising for impact generation

Key activities (CE)

Intended impact 1	Operationalisation of the Paris Agreement
Key activities	<ul style="list-style-type: none"> • Support international negotiation in the UNFCCC process • Develop and publish guidebook of the Paris Rulebook • Organise workshops for key international negotiators to facilitate convergence
Intended impact 2	Materialisation of GHG emission reductions through implementation of the JCM
Key activities	<ul style="list-style-type: none"> • Develop Measurement, Reporting and Verification (MRV) methodologies for the JCM • Consultation with government officials of JCM partner countries for smooth

	<p>implementation of the JCM.</p> <ul style="list-style-type: none"> Organise workshops for facilitating the implementation of the JCM in JCM partner countries and Japan Analyse impact to SDGs by the JCM
Intended impact 3	Political and social debates on carbon pricing in Asia are progressed
Key activities	<ul style="list-style-type: none"> Conduct timely review and in-depth analysis on the progress of emissions trading schemes in China and Republic of Korea Jointly organise the carbon pricing forum among Japan, China and Korea, to be held in China Write papers and commentaries in Japanese to provide valuable opinions for carbon pricing discussions in Japan Publish a journal article (in English) to clarify the interaction between carbon pricing and other policy processes with high relevance
Intended impact 4	Climate policy is developed by offering visualised pathways to decarbonisation
Key activities	<ul style="list-style-type: none"> Conduct research on political economy impacts of coal transformation in China and India (impact on employment by decarbonisation) with QAC. Conduct research on decarbonisation scenarios of (Kawasaki) industrial complex with QAC Conduct research on the impact of decarbonisation on Japan's employment Organise policy research dialogues in China and India to discuss long-term transformation scenarios and their policy challenges
Fundraising strategy	<ul style="list-style-type: none"> Secure the MOEJ JCM fund. Expand MOEJ funds other than the JCM and reduce costs. Seek fund sources other than from MOEJ

(3) Resource allocation

Resource allocation (CE)

		FY2019
Total expected revenues from external funds for project implementation		289 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		157 [Million yen] 54 [%]
Approximate total of personnel budget		116 [Million yen]
Staff composition	Programme Director (1) Research Leader (2) Programme Manager (2) Research Manager (1) Professional Staff (7) Operation Staff (1)	Total 14 [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) FY2019 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"> • Expand project on participatory watershed management in Laguna de Bay, Philippines to include water quality modeling, habitat quality modeling, and key informant interviews with local stakeholders • Assess flood and landslide flood risk in Lao PDR and Myanmar (Japan-ASEAN Integration Fund (JAIF)) • Contribute to the fifth volume of the Satoyama Initiative Thematic Review on values • Manage Satoyama Development Mechanism and publish peer reviewed journal article on its effectiveness • Develop guide book for policymakers and stakeholders and a leaflet and video clip for awareness raising for environmental conservation and management of Tonle Sap Lake, Cambodia (Science and Technology Research Partnership for Sustainable Development (SATREPS)) • Organise “4th International Symposium on Environmental Conservation and Management of Tropical Lakes” in Siem Reap, Cambodia • Investigate the pull factors of urban-rural migration in Japan (Japan Society for the Promotion of Science (JSPS)) • Conduct remote sensing analysis of land-use in Sarawak (Kakenhi) • Conduct land-use mapping for “Pakistan: Revitalizing the Ecosystem of Ravi River Basin” project (Asian Development Bank (ADB)) • Continue research on Islands Mangrove Scenarios Project (Asia-Pacific Network for Global Change Research (APN))
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"> • Provide support to IGES TSF for sub-regional science-policy dialogues in Asia and the Pacific • Provide further inputs to the renewed “Da Nang City Environment Plan 2020-2030” (SRF) • Continue implementing “Solid Waste Management Project for Promoting Segregation and Recycling in Da Nang City” project with SCP team (Japan International Cooperation Agency (JICA) grassroots) • If funding secured, implement project “Enhancement of Circular Economy and Sustainable Environment City through Tackling with Marine Plastic Pollution in Da Nang City” (SWITCH-Asia) • Conduct country case studies in the Philippines and Pakistan for developing the critical threshold concept for forecasting external assistance requirements (Sushinhi, with National Institute for Environmental Studies (NIES))

Intended impact 3	Strengthened community resilience through development of local institutions, capacities and services
Key activities	<ul style="list-style-type: none"> • Complete studies on payment for forest ecosystem services models in Thailand, Papua New Guinea and the Philippines (APN) • Analyse means for effective support of community-based teak growing and value-added processing in Lao PDR, together with Japanese Center for International Studies in Ecology (JISE) (AEON) • Continue study of local development strategy in East Kalimantan focusing on the REDD+¹¹ programme, oil palm plantations, social forestry, etc. (Kakenhi)
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"> • Global assessments: Contribute to IPCC AR6, IPBES Assessment of Sustainable Use of Wild Species, and Disaster Risk Reduction (DRR) Global Assessment 2019 • Provide ongoing support to IPBES Technical Support Unit for assessment of invasive alien species (IPBES-TSU-IAS) • Deliver outputs of IGES IAS research (SRF) to IPBES assessment process • Organise events and translations to disseminate IPBES assessment outputs (MOEJ IPBES Japan project) • Conduct further analysis of science-policy interfaces focusing on case studies in Japan and Indonesia (S-15 project).
Intended impact 5	Improved water quality through effective policy frameworks for pollution control
Key activities	<ul style="list-style-type: none"> • Continue implementing project on integrated decentralised domestic wastewater management in ASEAN countries (JAIF) • Contribute to World Water Quality Assessment Report 2019. • Contribute chapter to “Environmental Sustainability in Asia: Progress, Challenges and Opportunities in the Implementation of the Sustainable Development Goals – Series 2 – CAMBODIA”
Intended impact 6	Increased support and incentives for sustainable natural resource management through responsible markets and businesses
Key activities	<ul style="list-style-type: none"> • Analyse legal systems for timber production and trade in Papua New Guinea and the Solomon Islands (Forestry Agency) • Analyse due diligence systems for legal timber implemented by companies in the EU (Forestry Agency) • Analyse supply chains of domestic Japanese companies for implementation of the Clean Wood Act. (Forestry Agency)
Fundraising strategy	<ul style="list-style-type: none"> • Target selected commissioned projects: Water Environment Partnership in Asia (WEPA), IPBES, timber legality, REDD+, Adaptation Initiative, Satoyama Initiative • Develop new proposals for multi-year research funds such as SATREPS, Suishinhi and Kakenhi • Target selected internationally funding opportunities • Contribute to preparations for IGES involvement in Asia-Pacific Adaptation Information Platform (AP-PLAT) partnership

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

(3) Resource allocation

Resource allocation (NRE)

		FY2019
Total expected revenues from external funds for project implementation		217 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		108 [Million yen] 50 [%]
Approximate total of personnel budget		169 [Million yen]
Staff composition	Programme Director (1) Research Leader (0) Programme Manager (3) Research Manager (5) Professional Staff (10) Operation Staff (0) Dispatched Staff (1.2)	Total 20.2 [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) FY2019 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	<ul style="list-style-type: none"> • IGES will continue to be Sustainable Lifestyles and Education (SLE) coordination desk of 10YFP (10 Years Framework Programme on SCP) and coordinate SLE pilot project for its monitoring and evaluation. SLE Multi-stakeholder Advisory Committee meeting will be held in Japan in May 2019. • Building upon 1st phase of Envisioning Future Lifestyle project as well as 1.5 degree lifestyle project, Envisioning Future Lifestyle II project will start from FY 2019 until Sept. 2020. This project will include analysis of low-carbon lifestyles in 5 case countries and implementation of pilot projects in 2 countries. • Green school project will be conducted also as part of 10YFP SLE programme. • SWITCH-Asia national projects will be implemented in Viet Nam and Lao PDR under IGES SCP team coordination. • In collaboration with CTY and NRE, SCP Area will collaborate with Japanese communities to develop and analyse Regional Circulating Ecological Spheres (R-CES) projects as SCP model cases.

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	<ul style="list-style-type: none"> • By utilising its expert network and research competency, IGES will further mainstream SCP policy agenda in collaboration with related stakeholders such as Asia-Pacific Round table on SCP (APRSCP), SWITCH-Asia, UNEP, UN Economic and Social Commission for Asia and the Pacific (UNESCAP), and national governments as well as national platforms such as Thai-SCP Net. • Particularly, IGES will enhance collaboration with APRSCP to help them function as a regional collaboration mechanism for 10YFP implementation in the region. Various opportunities such as ASEF ENVforum will be used for strengthening collaboration and coordination with relevant SCP stakeholders in the region such as APRSCP and SWITCH-Asia. IGES will prepare a new platform to enhance such collaboration in the region. • Towards these ends, SCP Area will utilise ENVforum and ISAP 2019 in July. • IGES along with S-16 group is currently developing design method for future SCP policy in different lifestyle domain. • IGES and S-16 group will seek a possible succeeding project to S-16 in collaboration with Thai research networks on SCP including those from Thamasaat Univ., Kassesat Univ. and Chulalongkorn Univ. To this end, Workshop will be organised in Bangkok in October.
Intended impact 3	Resource efficiency and 3Rs are progressed at the key international policy forum (the 3Rs) with IGES acting as knowledge catalyst
Key activities	<ul style="list-style-type: none"> • IGES contributes to the Troup of Twenty (G20)-related processes and outcomes such as T20 (Think20) 2019, S20 (Science20) 2019, G20 2019 Environmental and Energy Ministers Meeting, G20 Resource Efficiency Dialogue, on Resource Efficiency and Circular Economy, particularly on marine plastic and single-use plastic issues under the Japanese Presidency. • IGES will publish T20 policy brief on Circular Economy. • 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 processes related to resource efficiency. • Enhanced Regional EU-ASEAN Dialogue Instrument (E-READI) project on plastics and Circular Economy (CE) in ASEAN analyses challenges and opportunities to introduce CE approaches in plastic management in ASEAN countries. The research outcome will be published in June/July 2019. Also, several related materials will be prepared such as a book chapter on plastics. • JICA Da Nang project will continue to promote source separation to be promoted in the whole city areas. Also, it will continue the work on recycling sector survey. SWITCH-Asia project proposal was submitted on plastics issue. • IGES will seek possible project development on the lifestyle survey on plastic use. Also, possible collaboration with Kanagawa Prefecture for their inputs to HLPF or other high-level processes. • SCP Area will engage in on-going international efforts on circular economy and plastics as a regional knowledge hub aiming at regional coordination and expert panel setting in ASEAN and ASEAN+3 and +6 through JICA project as well as EU's E-READI project and collaboration with Economic Research Institute for ASEAN and East Asia (ERIA) rather than merely supporting MOEJ's initiative. • In addition, a new research project in collaboration with Ritsumeikan University on circular economy indicators will be started from FY2019.

Intended impact 4	Capacity development of less developed economies on sustainable waste management and 3Rs towards achieving SDGs and Paris Climate Agreement
Key activities	<ul style="list-style-type: none"> • IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) will continue and expand its operation in Asia in collaboration with UNEP-International Environmental Technology Centre (IETC) to build capacities of developing countries in introducing sustainable and holistic waste management systems and policies through development of national and city waste management strategies and pilot implementation. • CCET will continue its follow-up support to first round of countries (Cambodia, Myanmar and Maldives) to materialise waste management strategies into policies and upscale pilot project activities through better documentation and sharing of experiences and lessons learned. • CCET will also assist three new countries (India, Indonesia and Sri Lanka) to develop national/city waste management strategies, particularly focusing on plastic waste management (phase 2) • CCET will start a new phase (phase 3) of strategy development and similar activities as those carried out in phases 1 and 2, under new funding from MOEJ with a focus on cities rather than countries. • CCET in partnership with other academic and professional groups in Japan and abroad will develop case studies and practical guidelines for selected waste management subjects/technics, such as compost, biogas, Mechanical Biological Treatment (MBT) and waste to energy (incinerator) and apply them for capacity building/ training. • CCET will also work on developing a status report and sub-regional roadmap for improving waste management in South Asia in partnership with South Asia Cooperative Environment Programme (SACEP), all eight governments, experts and other international agencies (JICA, ADB, World Bank etc.) • CCET in partnership with a Japanese consultant firm is planning to conduct a survey on plastic waste management in five Asian countries under the JICA scheme. • Climate and Clean Air Coalition - Municipal Solid Waste Initiative (CCAC/MSWI) follow-up activities will be planned in Asia based on the experience and lessons learned in developing and pilot application of the Emission Quantification Tool (EQT) for measuring the short-lived climate pollutants (SLCP) emissions from waste sector • CCET will contribute for sub-regional, regional and global process on sustainable waste and resource management, through the Global Dialogue of UNEP-IETC, Asia 3R Forum of UNCRD, ISAP and others (3R International Scientific Conference on Material Cycles and Waste Management (3RINCs), International Conference on Solid Waste Management (IconSWM))
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 through collaboration with SWITCH-Asia SCP facility, UNEP, JICA, and public/private funds such as KR foundation, Finnish Innovation Fund (SITRA) and Nippon Foundation as well as public research funds for scientific research.

(3) Resource allocation

Resource allocation (SCP)

		FY2019
Total expected revenues from external funds for project implementation		413 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		190 [Million yen] 46 [%]
Approximate total of personnel budget		121 [Million yen]
Staff composition	Programme Director (2) CCET Director (1) Programme Manager (2) Research Manager (2) Professional staff (7) Seconded Staff (1) Operation Staff (1)	Total 16 [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) FY2019 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"> • Inform relevant stakeholders at the international, national and sub-national (e.g. river basin) levels on SDG interlinkages for some thematic issues related to biodiversity and ecosystems, SCP, climate actions, and urban-rural linkages, etc. • Inform relevant stakeholders on the scenarios of climate mitigation targets and low-carbon transition and the interactions with SDGs which contribute to relevant IPCC/HLPF processes. • Contribute to the TWI 2050 (The World in 2050) new report on sustainable development pathways which will be presented at HLPF 2019.

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"> • Support transformational change from a siloed approach to an integrated approach for SDG planning, institutional arrangement and financial allocation through in-depth case studies in Bangladesh, Indonesia and Viet Nam and relevant stakeholder consultations. • Promote the dialogue on climate policies (mid-century strategies and carbon pricing) between Japan and the EU through new collaboration with EU under the Strategic Partnerships for the Implementation of the Paris Agreement (SPIPA) project. • Decarbonisation scenarios development and impact analysis for low-carbon transformation at the city and local levels, focusing on the industrial cluster in Kawasaki City and the power sector in Japan through stakeholder consultations. • City-level long-term scenarios development to support long-term planning and sustainable transformations in cities.
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"> • To enhance the existing IGES SDG Interlinkages Tool through indicators and data updates and expansion of the geographical coverage. • Improve, apply and outreach the visualisation tool for climate mitigation scenarios (mipplot) developed in collaboration with the University of Tokyo. • Review the scope of the existing tools (e.g. 2050 Low Carbon Navigator) for measuring the progress of regional circular economy and society to support the initiatives promoted by Japanese local governments.
Fundraising strategy	<ul style="list-style-type: none"> • Fundraising for SDG interlinkages analysis and its applications through the collaborations with UN (UNEP, International Labor Organisation (ILO)) and other international organisations. • In the field of climate mitigation, QAC will explore and strengthen the new networks established with the EU and German Society for International Cooperation (GIZ) through the SPIPA project and with relevant research institutions through the COMMIT and JMIP (Japan Model Inter-comparison Project) projects. • Fundraising from the MOEJ for the development of a prototype analytical tool for regional circular economy and society in collaboration with NIES. • Continue the collaborations with other IGES units (International Research Network for Low Carbon Societies (LCS-RNet), SMO-RP, CE, NRE and SCP, etc.) on joint proposal and implementation based on QAC's quantitative analysis skills.

(3) Resource allocation

Resource allocation (QAC)

		FY2019
Total expected revenues from external funds for project implementation		23 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		15 [Million yen] 65 [%]
Approximate total of personnel budget		47 [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) FY2019 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"> • IGES will provide strategic advice on a ADB technical assistance project on <i>Strengthening the Environmental Dimensions of the SDGs</i> (second phase) that is piloting integrated approaches to the SDGs in Philippines, Mongolia, and Viet Nam and share broader lessons through an e-learning platform • Supported by CCAC funding and in partnership with Clean Air Asia and ICLEI Northeast Asia, IGES will provide technical assistance to selected cities in China, Philippines and Mongolia aimed at promoting integrated approaches to climate change and air quality management corresponding to inputs made to regional SDG planning processes (APFSD, etc.)
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"> • IGES will continue collaboration with Global Compact Network Japan (GCNJ), MOEJ and media to raise awareness on SDGs at different levels of decision-making among Japanese businesses, Japanese cities, and CSOs • In collaboration with CTY and Kanagawa Prefectural Government, IGES will continue to assist Kanagawa Prefectural Government to support Small and Medium Enterprises (SMEs) to incorporate the SDGs into their everyday business activities.
Fundraising strategy	<ul style="list-style-type: none"> • IGES will submit a proposal to ADB to extend findings from the ADB project on the environmental dimensions through an e-learning programme • IGES will aim to expand initial funding from the UK government to support a more integrated approach to climate planning and SDGs in cities in Japan and the UK. • IGES will aim to expand funding from the CCAC to support a more integrated approach to climate change and air quality management in cities. • IGES will work with L’Oreal Japan to support its SDG implementation.

(3) Resource allocation

Resource allocation (SGC)

		FY2019
Total expected revenues from external funds for project implementation		101 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		54 [Million yen] 53 [%]
Approximate total of personnel budget		60 [Million yen]
Staff composition	Programme Director (0) Research Leader (1) Programme Manager (0) Research Manager (3) Professional Staff (3)	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) FY2019 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"> • Capacity building and knowledge sharing on Voluntary Local Review (VLR) through VLR Lab at HLPF and other key conferences on SDGs. Enhancing international network through the activities of VLR Lab. • Support ASEAN Frontrunner Cities Programme by providing advice and inputs to implementation, monitoring and reporting of SDG actions • Enhancing knowledge-sharing on SDGs actions through the East Asia Summit (EAS) High Level Seminar
Intended impact 2	Cities developed carbon neutral strategies or conducted multi-benefit activities towards sustainable society.
Key activities	<ul style="list-style-type: none"> • Japan-China-ROK joint research on decarbonisation cities through which good practices of cities are collected and guidelines for decarbonising policies will be developed. Sharing the research outputs at UNFCCC-COP and other key conferences. • Support low-carbon development of Asian cities through support to the city-to-city collaboration (4-5 pairing)
Fundraising strategy	<ul style="list-style-type: none"> • Finding opportunities to work with other organisations on localising SDGs through promotion of VLR Lab., especially in Indonesia through the network developed in FY2018 (e.g. agreement with United Cities and Local Governments Asia Pacific (UCLG) Asia Pacific Regional Section (ASPAC) and PT Sarana Multi Infrastruktur (PT SMI) respectively) • Sound implementation of key activities under Intended impact 2, continuation and enhancement of existing activities will be explored.

(3) Resource allocation

Resource allocation (CTY)

		FY2019
Total expected revenues from external funds for project implementation		142 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		66 [Million yen] 47 [%]
Approximate total of personnel budget		65 [Million yen]
Staff composition	Programme Director (2) Programme Manager (1) Research Manager (2) Professional Staff (2)	Total 7 [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) FY2019 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	Follow up development of the EU taxonomy on sustainable finance, which could be a base of SDG-aligned finance
Intended impact 2	Finance shift by Japanese companies to low-carbon/resilient investment using pressure 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"> • Continue to operate the Green Bond Knowledge Platform under MOEJ-commissioned work • Conduct research which compares best practices of policies on sustainable finance both in EU (and/or its member countries) and Japan. • Strengthen cooperation with UNEP FI, and develop networks with the Japanese financial institutions which are members of Japan Sustainable Investment Forum and Principles for Financial Action for the 21st Century
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	None (We will focus on intended impacts 1 and 2 under the current capacity.)
Fundraising strategy	<ul style="list-style-type: none"> • Secure MOEJ commissioned work on green bonds and green finance for the third year • Apply SRF for sustainable finance to implement R-CES

(3) Resource allocation

Resource allocation (FIN)

		FY2019
Total expected revenues from external funds for project implementation		28 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		16 [Million yen] 59 [%]
Approximate total of personnel budget		27 [Million yen]
Staff composition	Programme Director (0.5) Programme Manager (3) Professional Staff (0)	Total 3.5 [person]

4.3.3. Business Taskforce (BIZ)

(1) Intended impacts during ISRP7

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

(2) FY2019 Key activities and fundraising for impact generation

Key activities (BIZ)

Intended impact 1	Japanese energy/climate policies to become consistence with 2°C Pathway in 4 years.
Key activities	1: Increase size of forward-looking business network (continue) 2: Support decarbonisation of business operation (continue) 4: Expand decarbonisation activities such as RE100 beyond Japan Climate Leaders' Partnership (J-CLP) (RE100JP) 3: Support policy engagement (dialogues, develop policy recommendations)
Fundraising strategy	Expected total amount of external funds: JPY110-125 million. Composition is below. <ul style="list-style-type: none"> • J-CLP member fee: JPY40 million (continue) • Overseas fund: JPY35 million (continue) • MOEJ commissioned research: JPY35 million • Others JPY15 million (New/TBC)

(3) Resource allocation

Resource allocation (BIZ)

		FY2019
Total expected revenues from external funds for project implementation		120 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		79 [Million yen] 66 [%]
Approximate total of personnel budget		58 [Million yen]
Staff composition	Programme Director (1) Programme Manager (2) Senior Coordinator (1) Professional Staff (2) Operation Staff (1) (Ref: Temporary-staff (1))	Total 7 [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
- Decentralised natural resources management for disaster risk reduction (DRR) (added in FY2018)
- Development of regional circular and ecological sphere (R-CES) models in Hyogo (added in FY2019)

(2) FY2019 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"> India: Continuation of low-carbon technology transfer activities in cooperation with private companies and The Energy and Resources Institute (TERI); and development of a project proposal for application for SATREPS to enable more concentrated implementation under a multi-year project. Thailand: Proposing the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy, to enhance current energy reporting system by evaluating the energy management performance of designated factories and buildings; and organising technical training for energy managers to improve their understanding on cost effectiveness and environmental management benefits of low-carbon technologies offered by Japanese companies.
Intended impact 2	Decentralised natural resources management for DRR
Key activities	Arrangement of a case visit for 30 officials of disaster management offices and climate change analysis divisions from ASEAN countries to study management systems of water disasters (landslides and floods) in Hyogo and other prefectures nearby for 2 weeks from October - November 2019.
Intended impact 3	Development of R-CES models in Hyogo
Key activities	Supporting development of a R-CES model in Hokusetsu Area consisting of Kawanishi City, Takarazuka City and Inagawa Town in cooperation with Hanshin-kita Office of Hyogo Prefecture; and mapping of other areas in the prefecture which have the potential to be R-CES models.
Fundraising strategy	<ul style="list-style-type: none"> MOEJ's CO2 emissions reduction technology assessment and verification project; application for SATREPS project in October 2019 (result announcement in March 2020); preparatory works for SATREPS application will be funded by Hyogo Prefecture's grant Japan-ASEAN Integration Fund (JAIF) Hyogo Prefecture's grant; application for MOEJ's R-CES platform project in April 2019

(3) Resource allocation

Resource allocation (KRC)

		FY2019
Total expected revenues from external funds for project implementation		96 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		55 [Million yen] 58 [%]
Approximate total of personnel budget		66 [Million yen]
Staff composition	Director for KRC Programme Director (1) Principal Programme Manager (1) Programme Manager (1) Professional Staff (3) Seconded staff (2) Operation Staff (1) Part-time Staff (1)	Total 10 [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) FY2019 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	<ul style="list-style-type: none"> • KUC supports Davao City in the Philippines to promote mainstreaming low-carbon and resilient policies through the development of a local climate change action plan (LCCAP) as well as the implementation of mitigation measures using a financial programme of JCM Model Project. • KUC facilitates city-to-city collaboration activities between Asian and Japanese cities using a MOEJ-led platform for creating a low-carbon society. • KUC together with CE will develop a country report (Japan part) of comparative study on low-carbon city policy in Japan, China and Republic of Korea as part of the UNESCAP North-East Asian Subregional Programme for Environmental Cooperation (NEASPEC). • KUC will support the Climate Change International Technical and Training Center (CITC) in Thailand to develop a training curriculum for climate change laws & regulations as a JICA technical expert team member.
Intended impact 2	Sustainable waste management practices are evolved in Asian cities
Key activities	<ul style="list-style-type: none"> • KUC supports various national governments (the Philippines, Malaysia, etc.) and local governments (North Sumatra Province, Davao City, etc.) in developing waste management policies and practices. • KUC engages in monitoring the proposed model programmes on waste management in Indonesia and marine plastic management in Viet Nam for SDGs Frontrunner Programme (SDGs-FC) together with CTY and BRC. • KUC explores the opportunities to improve plastic waste management in Asian cities in collaboration with City of Kitakyushu and other international organisations. • KUC supports Kitakyushu City-based private companies to explore its technology transfer and business opportunities in South-East Asian countries in collaboration with the City of Kitakyushu.
Intended impact 3	Green growth and sound urban environmental management are promoted in Asian cities
Key activities	<ul style="list-style-type: none"> • KUC supports the City of Kitakyushu to develop OECD's publication on SDGs study at city level. • KUC engages 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. • KUC participates in a JICA project team headed by the University of Kitakyushu to promote environment education activities in North Sumatra Province, Indonesia.

Fundraising strategy	KUC carefully selects and acquires funds that are suited to contribute to the progress of each project of the intended impacts. Besides, KUC strategically uses the grant provided by the City of Kitakyushu and allocate human resources to create opportunities and/or develop research areas in line with the intended impacts.
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(3) Resource allocation

		FY2019
Total expected revenues from external funds for project implementation		145 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		70 [Million yen] 48 [%]
Approximate total of personnel budget		58 [Million yen]
Staff composition	Director for KUC Programme Director (1) Programme Manager (1) Research Manager (1) Professional Staff (3) Seconded staff (1) Operation Staff (1) Part-time Staff (1)	Total 9 [person]

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) FY2019 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 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 • Coordination with different stakeholders to establish AP-PLAT Partnership (AP3) • Support effective implementation of disaster risk reduction (DRR) and climate change adaptation(CCA) policies and projects in ASEAN through JAIF DRR CCA Project; • Gather and synthesise annual progress report for strengthening institutional and policy framework on DRR and CCA integration in each ASEAN country • Develop guidelines and a training module for integrating climate change projection

	<p>into flood and landslide risk assessment/risk mapping;</p> <ul style="list-style-type: none"> • Produce project promotional materials/videos to showcase projects' achievements;
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"> • Develop information exchange/sharing on environmental impact assessment (EIA) topics through Asia EIA Network (Phase 3) that will also serve as basis for compiling regional best practices/case studies on EIA. • Collaborate with United States Environmental Protection Agency (US EPA) and International Network for Environmental Compliance and Enforcement (INECE) in implementing twinning programmes with the focus on environmental law enforcement and promoting good governance for selected countries in Asia. • Organise regional conferences aimed at developing national compliance and enforcement for Asian countries and explore possibility of replicating twinning programmes through support from US EPA and Environmental Protection Administration of Taiwan (EPAT). • Organise the Asian Environmental Compliance and Enforcement Network (AECEN) Executive Committee Meeting and a networking event at the INECE Global Conference aimed at raising AECEN's profile and position in the region as well as exploring funding opportunities with new potential donors/partners. • Conduct webinar series on different EIA and compliance topics to strengthen capacity building of 18 AECEN member countries and other partners including the US EPA and INECE.
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"> • Facilitate the implementation of the Needs-Based-Finance Project in the Pacific and ASEAN regions • Identify investment opportunities in Thailand's Industry, Transport, Health, and Human Settlement sectors for seeking Green Climate Fund (GCF) support • Assist Cambodia in developing a Standardized Baseline of Grid Emission Factor • Assist Myanmar in developing a top-down Standardized Baseline • Support the Ministry of Climate Change of Pakistan in considering and drafting a proposed instrument (or set of tools) that provide a price signal on carbon emissions
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"> • Implementation of the ASEAN SDGs Frontrunner Cities (SDGs-FC) programme funded by JAIF. Monitor and participate in project activities organised by 8 National Focal Points (NFPs) and 26 cities to capture the progress and achievements. • Organise 2 regional workshops involving NFPs, cities and resource persons to develop (i) 'Country SDGs Reports'; (ii) 'City Priority SDGs Reports' (13 cities); (iii) 'Draft ASEAN Cities Declaration on Reducing Single-Use Plastics' and (iv) peer-to-peer learning among frontrunner cities. • Develop detailed guidelines for writing 'Country SDGs Reports' and 'City Priority SDGs Reports' and 3-5 promotional videos to showcase the highlights of frontrunner cities and the programme's achievements.
Fundraising strategy	<ul style="list-style-type: none"> • Impact 2: Continue to collaborate with existing donors/partners (ADB, United States Agency for International Development (USAID), US EPA, EPAT etc.) while also exploring opportunities to approach governments and Asia-wide foundations for direct support. • Impact 4: Begin drafting the concept for the 2nd phase of ASEAN SDGs-FC programme by collecting inputs from key stakeholder for discussion and adoption at the 17th ASEAN Working Group on Environmentally Sustainable Cities (AWGESC) meeting, 13th ASEAN-Japan Dialogue on Environmental Cooperation (ADJECT) and 30th ASEAN Senior Official Meetings on the Environment (ASOEN)

(3) Resource allocation

Resource allocation (BRC)

		FY2019
Total expected revenues from external funds for project implementation		303 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		70 [Million yen] 23 [%]
Approximate total of personnel budget		80 [Million yen]
Staff composition	Programme Director (1) Research Leader (0) Programme Manager (3) Research Manager (0) Professional Staff (3) Operation Staff (5) Other relevant Staff (2) Part-time Staff (1)	Total 15 [person]

Core fund allocation for activities and office management (BRC)

		FY2019
Expected expenditure		23[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	3
	Printing	1
	Communication for phone, internet etc.	1
	Water and Electricity	1
	Insurance for travel and health	0.4
	Others	6.6

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) FY2019 Key activities and fundraising for impact generation

Key activities (BJG)

Intended impact 1	Co-benefits of better air quality and CO2 reduction in China are promoted through cooperative projects between the Japanese and Chinese governments
Key activities	<ul style="list-style-type: none"> • Support and promote model projects and pilot projects. • Coordination with the Japanese and the Chinese governments and related organisations to promote cooperation projects.

	<ul style="list-style-type: none"> • Joint meetings in Beijing, China • Technical seminars in China • Inviting persons in charge of model projects in China to Japan and conducting research • Monitoring of policy trends in China • Maintaining website on Japan-China cooperation project on the IGES website
Intended impact 2	Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China
Key activities	(Completed in FY2017)
Fundraising strategy	<ul style="list-style-type: none"> • Continue maintaining dialogues with key stakeholders

(3) Resource allocation

Resource allocation (BJG)

		FY2019
Total expected revenues from external funds for project implementation		137 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		48 [Million yen] 36 [%]
Approximate total of personnel budget		37 [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 Assessment of Invasive Alien Species (IPBES-TSU-IAS) and 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) FY2019 Key activities and fundraising for impact generation

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 persons/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/TSU-IAS, 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 FY2019

(3) Resource allocation

Resource allocation (TSF)

		FY2019
Total expected revenues from external funds for project implementation		42 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		18 [Million yen] 43 [%]
Approximate total of personnel budget		25 [Million yen]
Staff composition	Satellite Office Director (1) Senior Staff (1) Professional Staff (0) Operation Staff (1) Other Relevant Staff (1) (Ref: Temporary-staff (0.6))	Total 4 [person]

Core fund allocation office management (TSF)

		FY2019
Expected expenditure		26 [Million yen]
Breakdown	Office rent	22
	Printing	1
	Lease	1.5
	Others	1.5

Resource allocation (IPBES-TSU-AP)

		FY2019
Total expected revenues from external funds for project implementation		60 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		18 [Million yen] 30 [%]
Approximate total of personnel budget		16 [Million yen]
Staff composition	IPBES-TSU-AP Head (1) Professional Staff (1) Operation Staff (1)	Total 3 [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's expertise amplified and IGES's 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) FY2019 Key activities and fundraising for impact generation

Key activities (KC)

Intended impact 1	Enhanced profile of IGES both in Japan and abroad
Key activities	<ul style="list-style-type: none">• Develop/re-arrange internal structure to deliver IGES research products to several key international processes and conferences to be planned in FY2019 in timely manner.• Conduct strategic outreach including introducing state-of-art information and trends to Japan, in particular, delivering such information to Japanese audience.

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	Develop a cross-unit collaboration scheme in response to a couple of key events to be planned in FY2019 (E.g. APFSD, HLPF, UN Climate Action Summit and SDG Summit, UNFCCC-COP25), not only during the events, but also before and after the events.
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	Maintain and strengthen collaboration with organisations with which IGES has MOUs, as well as networks with which IGES has close linkage. In particular, develop and strengthen linkage with researchers/experts engaged in IPCC.
Intended impact 4	Events and multi-stakeholder policy processes managed for effective dissemination and achievement
Key activities	As a part of transition research, SMO-KC, together with CE and QAC, will conduct transition research and stakeholder dialogues for Kawasaki City. A preceding study has been conducted by the Wuppertal Institute in Nordrhein-Westfalen state in Germany.
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"> • Contribute to the development of opinions and the promotion of actions taken by non-state actors, by translating international information and trends and delivering to domestic audience, making use of ISAP2019 and IGES COP debriefing seminar, etc. • Conduct periodical seminars for media (4 times/year), as well as organise expository seminars on key topics on environment/sustainable development that IGES has addressed. • In order to change current tones on climate change and energy, provide information to business and media in timely manner, in close collaboration with networks outside of Japan, aiming to be featured by major newspapers and TV programmes.
Intended impact 6	Sustainability innovations streamlined into policies, planning and practice
Key activities	<ul style="list-style-type: none"> • As a part of LCS-RNet activities, collect information on long-term strategies and their implementation in UK, France, US, and Germany. • As a part of LoCARNet activities, conduct capacity development and organise policy dialogues for Nationally Determined Contribution (NDC) strengthening in selected Asian countries in close collaboration with AIM (Asia-pacific Integrated Model) project team.
Fundraising strategy	Try to obtain funds to facilitate IGES researchers' strategic involvement in key international processes and research (E.g. research on transition/transition management; Support for selected Asian countries to strengthen their NDCs; Dispatch one IGES researcher to the 50th session of IPCC; Conduct interviews to authors of IPCC Special Report on land)

(4) Resource allocation

Resource allocation (KC)

		FY2019
Expected revenues from external funds for project implementation		73 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		40 [Million yen] 55 [%]
Approximate total of personnel budget		153 [Million yen]
Staff composition	Principal Staff (2.5) Senior Staff (4) Professional Staff (7) Operation Staff (5) (Ref: Temporary-staff (2))	Total 18.5 [person]

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

		FY2018
Expected expenditure (approximate allocation to the section)		61 [Million yen]
Breakdown	ISAP	25
	Outreach	8
	Strategic Operation Fund	20
	Networking contribution and others	8

* 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) FY2019 Key activities and fundraising for impact generation

Key activities (RP)

Activity / Impact 1	SDGs
Key activities	Plan and facilitate/ implement flagship/ priority outputs related to SDGs, particularly focusing on key policy processes such as the HLPPF.
Activity / Impact 2	Climate
Key activities	Plan and facilitate/ implement flagship/ priority outputs related to climate, particularly focusing on key policy processes such as the HLPPF. Recommendations of the FY2017 flagship report on the transparency framework, as well as the relevant COP24 decisions for the Paris Rulebook. In addition, based on the flagship report and Paris Rulebook, a handbook and other relevant materials will be prepared for reporting of biennial transparency report (mitigation part) with examples and exercises, as a living document

	for pilot phase (expected) of the new reporting and review framework and for related capacity building programs. Implement carbon pricing project led by Prof. Arimura of Waseda 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. Support to the communications team to check outreach materials. Coordination of MOEJ subcontract projects related to OECD and International Institute for Applied Systems Analysis (IIASA).
Fundraising strategy	Priority outputs/flagship work is mainly related to internal funds. JICA funds for capacity building (in Japan) for the Paris Agreement NDC and transparency framework, have been secured for FY2019, and an application will be made to continue this project in FY2020. A funding proposal to ADB for similar capacity building programmes (in Asian countries) will be developed.

(3) Resource allocation

Resource allocation (RP)

		FY2019
Expected revenues from external funds for project implementation		141 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		70 [Million yen] 49 [%]
Approximate total of personnel budget		68 [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)

		FY2019
Expected expenditure (approximate allocation to the section)		57 [Million yen]
Breakdown	IGES Strategic Research Fund	35
	Library-related expenses	14
	Whitepaper/Flagship products	8

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). The section 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) FY2019 Key activities and fundraising

Key activities (PM)

Activity / Impact 1	Sound financial base
Key activities	Key activities include: development of IGES project database, target setting for financial value-added (FVA) and funded working days (unit level) and provision of project information for better financial management.
Activity / Impact 2	Operational efficiency and transparent corporate governance
Key activities	Activities include: strengthening implementation of IGES regulations, reviewing and simplifying administrative works and procedures, procurement policies (aforementioned), renewal of environmental management certificate (“Eco-Action 21”)
Activity / Impact 3	HR capacity development and working environment
Key activities	Activities include: preparation for obtaining work-life balance certification in Japan (“Kurumin” and “L-Boshi”), provision of training opportunities, reduction of overtime
Activity / Impact 4	Milestone setting and evaluation
Key activities	Activities include: improvement of milestone and evaluation system, initial preparation of ISRP8 with SMO Sections

(3) Resource allocation

Resource allocation (PM)

		FY2019
Expected revenues from local governments and others		37 [Million yen]
Breakdown	Service Fee from APN, JISE and TSU	15
	Profit from bonds, foreign exchange profit	9
	IGES membership fee and others	13
Approximate total of personnel budget		118 [Million yen]
Staff composition	Acting Managing Director (0) Principal Staff (2) Senior Staff (2) Professional Staff (4) Operation Staff (8) Part-time Staff (1.3) (Ref: Temporary-staff (2.6))	Total 17.3 [person]

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

Expected expenditure*		FY2019 [Million yen]
Breakdown	Facilities for IT (including PC & Software)	50
	Facilities for building (including office furniture)	30
	Governance issues (BOD/BOT meetings, Remuneration for lawyer, auditor, labor and social security attorney, etc.)	23
	Institutional Management System** (Accounting, HR, other approval systems)	8
	Recruitment and other HR issues	11
	Communication fee such as telephone, internet etc.	9
	Printing	4
	Insurance for overseas travel	4
	Bank charge for remittance	6
	Others (office supplies, interests, etc.)	4
	Consumption tax	1
Total		150

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

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 FY2019 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). The work for the Land Use, Land-Use Change and Forestry (LULUCF) part of the Agriculture, Forestry and Other Land Use (AFOLU) sector is planned to commence early in the second half of 2018, and is expected to be completed in late 2019. Tier 2 worksheets for other sectors are already included in the latest version of the IPCC Inventory Software which can be downloaded from the TFI website. 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 FY2019, the TSU will continue enhancing EFDB's usefulness by improving its user-friendliness, 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 FY2019, the TSU will do the final work (editorial and formatting) for the publication of 2019 Refinement, adopted/accepted at the 49th Session of IPCC (IPCC-49) in Kyoto in May 2019. In addition, depending on the decisions of the IPCC-49, TSU will initiate the work on Short-Lived Climate Forcers (SLCF) following the conclusions of the expert meeting in May 2018 at WMO in Geneva.

(4) Inventory Internship Programme

In FY2019, this programme will not be implemented.

(5) Collaboration with Other Organisations

In FY2019, 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 intergovernmental network that is promoting collaborative research, and capacity development of scientists in developing countries on areas such as climate change; biodiversity and ecosystems; changes in the atmospheric, terrestrial and marine domains; paths to sustainable development and resource utilisation; and risk reduction and resilience. Through supporting research and capacity development, APN contributes to the formulation of policy that assists sustainable development and low-carbon societies in the Asia-Pacific region. In FY2019, APN will conduct the following activities.

(1) Collaborative Regional Research Programme (CRRP) Open Call (supporting international collaborative research)

APN will open the FY2019 call for proposals on international collaborative research projects to deepen the understanding of global change and its influences in the Asia-Pacific region, and to contribute to the development of a sustainable society by providing scientific input on global change to policymaking.

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

As part of the programme particularly focused on developing the scientific capacity of developing countries, APN will open the FY2019 call for proposals to support holding training and workshops to facilitate cooperation and information-sharing among early-career scientists and other stakeholders on the five research topics of APN.

(3) International Forums and Workshops etc.

i. Proposal Development Training Workshop (PDTW)

To develop the capacity of early-career scientists in member countries to submit proposals and compete effectively in the call for proposals, APN organises the Proposal Development Training Workshop (PDTW) every year. In FY2019, the PDTW will be held in South Asia.

ii. Joint activities with Hyogo Prefecture

Hyogo Prefectural Government is the host of the Secretariat and provides continuous support to APN. In collaboration with the Prefectural Government, APN will organise and provide support for holding international seminars to increase the awareness of citizens on environmental matters.

(4) Others

i. Steering Committee Meeting and Other Meetings

APN will organise the 41st Steering Committee Meeting, 14th Scientific Planning Group (SPG) Sub-Committee Meeting and 18th Capacity Development Committee (CDC) Meeting in July 2019.

ii. Subregional Committee Meetings

To develop activities to address policy needs of member countries, APN will organise meetings in Temperate East Asia, Southeast Asia and South Asia to discuss common challenges and research needs at the subregional level.

In addition to the abovementioned meetings, APN will continue to liaise with countries concerned in organising a review meeting to establish a subregional committee for Oceania and the Pacific.

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 FY2019, 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 develops international joint research to establish restoration technology in response to the decline in tropical forests and Satoyama forests that is progressing on a global scale. Specifically, JISE promotes practical projects on growth studies and restoration of tropical forests in Malaysia, Brunei, Kenya, Uganda and Lao PDR. JISE also proceeds with related international research activities in collaboration with the Natural Resources and Ecosystem Services Unit of IGES.

For domestic research, focusing the environmental protection forests planted from the 1970s by the Miyawaki-method, JISE proceeds to evaluate their structure and functions for disasters prevention such as fire protection and environmental protection based on survey data collected locally. Research is also conducted on biodiversity evaluation methods and environmental education for rural Satoyama. JISE contributes to the MOEJ's initiative to complete to update Japanese vegetation classification, which has not been updated for a quarter of century, JISE produces and publishes a list of the cautioned alien species in order to support preservation of biodiversity in Kanagawa Prefecture and contributes to the Prefecture's initiatives in the field. JISE continues to promote regional forest creation and nature restoration, monitoring regenerated forests, and adaptive management in collaboration with local governments, private companies, NPOs, citizens and others. In addition, JISE strives to enhance collaborative research with other educational and research institutes in terms of biodiversity conservation and forest creation.

(2) Capacity Building

To educate leaders who can offer technical support to activities such as forest creation and nature restoration, JISE provides vegetation training based on vegetation ecology and related topics. JISE holds "Ecological training" sessions to enhance basic capacity of ecological nature cognition and understanding of environmental conservation targeting a wide audience including local citizens and representatives of businesses.

(3) Interaction

JISE continues to update its database of information regarding phytosociological data through its website, as basic material essential for environmental planning and nature restoration. Also, JISE holds outreach events targeting the general public such as the IGES-JISE Environmental Forum and organises lectures and debates between researchers and other experts. JISE also promotes capacity building and dissemination activities through collaboration with Kanagawa Institute of Industrial Science and Technology (KISTEC).

(4) Dissemination and Public Awareness

JISE posts its activities such as research projects, and capacity building and exchange projects on its website or in the IGES-JISE Newsletter (3 times a year). JISE also publishes a bulletin “Eco-Habitat: JISE research” (vol. 26) as a research magazine, and publishes 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. In addition, JISE publishes research reports prepared by researchers in a timely manner.

ANNEX 2: 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 March 2019)

United Nations units (5)

	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- (TSF)
4	United Nations Framework Convention on Climate Change (UNFCCC)-IGES Regional Collaboration Centre (RCC)	September 2015- (BRC)
5	The Technical Support Unit for the Assessment of Invasive Alien Species (TSU-IAS) for IPBES	February 2019- (TSF)

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 bottom-up innovative practices/policies by ASEAN's frontrunner cities. The annual HLS seminar is the face-to-face networking event under the East Asia Summit Environment Ministers (EAS EMM) (ASEAN+8) framework.
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, USEPA 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 provide information on the SWITCH-Asia grant projects and contribute to a wider dissemination of information material on SCP. 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 (UN ESCAP) 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 agreement (33)

	Institute	Scope
International organisations (13)		
1	Asian Development Bank (ADB)	Climate change, wastes, energy, water resources
2	Asian Institute of Technology (AIT)	Policy research on sustainable development
3	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	Establishment of and collaboration through the IPBES-TSU for the Asia-Pacific Regional Assessment
4	IPBES	Establishment of and collaboration through the IPBES-TSU for the Assessment of Invasive Alien Species
5	International Council for Local Environmental Initiatives (ICLEI)	City level collaboration for sustainable cities
6	ICLEI Japan	City level collaboration for sustainable cities
7	International Institute for Sustainable Development (IISD)	Knowledge exchange
8	Secretariat of the Convention on Biological Diversity (SCBD)	Implementation of the Capacity building project for the implementation of IPBES Asia-Pacific Regional Assessment
9	United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)	SDGs, knowledge sharing and mutual support to conferences
10	United Nations Environment (UNEP)	Climate change, wastes, air pollution
11	UNEP-International Environmental Technology Centre (IETC)	Establishment of Collaboration Centre on Environmental Technology
12	United Nations Framework Convention on Climate Change and its Kyoto Protocol (UNFCCC)	CDM data exchange
13	UNFCCC	Establishment of and collaboration through the UNFCC Regional Collaboration Centre (RCC)

Research collaboration (10)		
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	Conservation International (CI) and UNU-IAS	Research collaboration on biodiversity
3	International Centre for Integrated Mountain Development (ICIMOD)	Research collaboration on natural resources management
4	Korea Environment Institute (KEI)	Research collaboration in the major thematic areas incl. climate change
5	Ministry of Forests and Soil Conservation (Government of Nepal)	Research collaboration on forest governance standard
6	National Environment Commission (NEC), Royal Government of Bhutan	Research collaboration in the area of climate change and its impact in Bhutan
7	PT Sarana Multi Infrastruktur (PT SMI)	Research collaboration towards realisation of SDGs
8	Sino-Japan Friendship Center for Environmental Protection	Research collaboration on environmental protection
9	The Energy and Resources Institute (TERI)	Mutual agreement to host desk each other
10	United Cities and Local Governments Asia Pacific (UCLG) Asia Pacific Regional Section (ASPAC)	Promoting and advocating Voluntary Local Review (VLR) as a mechanism for local governments to monitor SDGs
Cities (4)		
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 (6)		
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