

Integrative Strategic Research Programme for the 9th Phase (ISRP9)

FY2025 (Year 1)

Business Plan

Table of Contents

1. Impacts and Outputs	2
1.1. Focal Areas and Lenses	2
1.1.1. Net Zero & Resilient.....	3
1.1.2. Nature Positive.....	5
1.1.3. Circular & Pollution Free	6
1.1.4. Five Lenses and AI & New Frontier Research	10
1.2. Summary of Actions for Impact Generation.....	17
1.2.1. Strategic Operations.....	17
1.2.2. Publications.....	18
1.2.3. Public Relations and Networking	19
2. Governance.....	21
2.1. Financial Management (Budget)	21
2.1.1. Revenues.....	22
2.1.2. Expenditures	22
2.2. Human Resources Management	24
2.3. Internal Management	25
APPENDIX	27
A1. Plans by Other Projects for Public-interest Purposes	27
1. Technical Support Unit (TSU) for the Task Force on National Greenhouse Gas Inventories (TFI), Intergovernmental Panel on Climate Change (IPCC).....	27
2. Asia-Pacific Network for Global Change Research (APN).....	29
3. Japanese Center for International Studies in Ecology (JISE)	31

The Institute for Global Environmental Strategies (IGES) continues to act as an agent of change to generate significant impacts towards sustainable and resilient society in broad areas of IGES expertise through co-design, co-production and co-delivery with key stakeholders to address "triple planetary crisis" (climate change, biodiversity loss, and pollution) and maintain society within the safe and just boundaries of the Earth system.

In the Integrative Strategic Research Programme for the 9th Phase (ISRP9) IGES continues to strengthen the implementation of the SDGs and to contribute to discussions on the post-2030 Sustainable Development Agenda (Post-2030 Agenda) as overarching goals through the promotion of an integrated and synergistic approach, with efforts centred on priority research areas (referred to as "Focal Areas") and enhanced cross-sectoral and stakeholder coordination (referred to as "Lenses"), as new horizontal axes introduced in ISRP9.

1. Impacts and Outputs

1.1. Focal Areas and Lenses

In FY 2025, IGES will focus on three key areas to accelerate progress on the SDGs and contribute to an ambitious post-2030 Agenda. First, IGES will seek to strengthen connections across sectors by identifying synergies (including co-benefits, linking mitigation/adaptation, nature positive solutions and nexus approaches) and promoting them through high-level meetings like the Group of Seven and the Group of Twenty (G7 and G20), High-Level Political Forum on Sustainable Development (HLPF), Asia-Pacific Forum on Sustainable Development (APFSD) and United Nations Environment Assembly (UNEA); much of this work will focus on drafting a regional synergies report for the Asia-Pacific. Second, IGES will strengthen support just transitions to ensure fair and inclusive processes and outcomes, particularly for young people, seniors, women, local communities and vulnerable groups, and will offer recommendations and guidance for integrating just transitions into the SDGs (including continued focus on sustainable lifestyles and a renewed emphasis on tools and frameworks for education for sustainable development (ESD)). Third, IGES will concentrate on downscaling solutions to local needs and upscaling successful approaches to create virtuous global-national-local feedback loops including through the Circulating and Ecological Sphere (CES) and other innovate local sustainability models across Asia-Pacific municipalities. Work in each of these three areas will cut across IGES major research areas (Focal Areas) and aim to enhance cross-sectoral and stakeholder coordination (Lenses).

With the overarching goals of strengthening the implementation of SDGs and contribution to post-2030 Agenda, three Focal Areas are identified as priority areas where each research unit collaborates to enhance IGES's impact generation. Focal Areas are expected to provide a framework that motivates research units to cooperate with each other, facilitated by the Strategic Management Office (SMO). Three Focal Areas are: Net Zero & Resilient, Nature Positive, and Circular & Pollution Free.

"Lenses" are types of governance levels and stakeholders where IGES has experience and strengths, and are introduced to strengthen integrated and synergistic approaches across the Focal Areas. The five Lenses are: Global & Regional Sustainability Governance (Lens 1), National Sustainability Policy (Lens 2), Cities & Rural Area (Lens 3), Finance, Business & Markets (Lens 4) and Lifestyles & Citizen Participation (Lens 5).

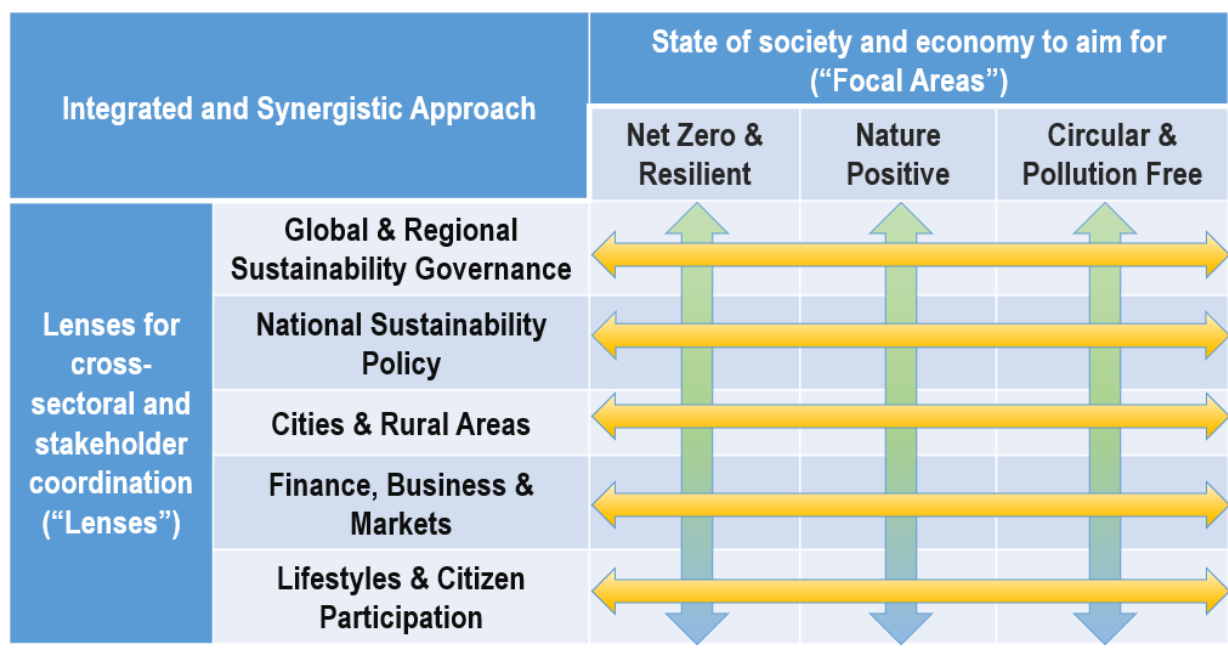


Figure 1: Focal Areas and Lenses in ISRP9

1.1.1. Net Zero & Resilient

(1) Background or Rationale

Climate change is one of the most pressing global challenges facing the world, and its impacts are already being widely felt in the form of rising temperatures, sea-level rise, frequent extreme weather events in all parts of the world, and other adverse effects on ecosystems and human societies. The Intergovernmental Panel on Climate Change (IPCC) clearly indicates that urgent and rapid action is needed to significantly reduce greenhouse gas (GHG) emissions and limit global warming to well below 2°C, preferably to 1.5°C, compared to pre-industrial levels. The Paris Agreement, adopted in 2015, demonstrates the international community's commitment and action towards a decarbonised society. However, progress towards achieving the Paris Agreement's goals is lagging, and GHG emissions continue to increase.

In addition to actively engaging in international processes, IGES is promoting efforts to encourage the transition to a decarbonised society through planning and capacity development support for national and sub-national governments. IGES is also focusing on adaptation, another pillar of climate change action, and working on its mainstreaming and implementation, as well as capacity development in the Asia-Pacific region.

(2) Goals and Strategies for Impact Generation

It is significantly important to enhance mitigation ambition and to realise net-zero emissions consistent with the 1.5°C pathways. Toward this end, IGES intend to facilitate transformative changes not only in the energy system but also across society as a whole. It also promotes the use of Article 6 of the Paris Agreement that promotes ambition and high integrity, and contributes to sustainable development. IGES will also facilitate sharing of best practices and mutual learning, as well as expanding the community of experts and practitioners.

It is also important to contribute to designing and implementing effective adaptation activities and operationalising the Global Goal of Adaptation and efforts on Loss and Damage. We also intend to make steady progress on Climate

Security research.

Our strategy for impact generation is to conduct policy research to formulate sound policy frameworks and to facilitate actual mitigation and adaptation actions, as well as to promote impactful projects and initiatives through joint efforts across IGES in partnership with governments, international/regional entities, the private sector and local communities. We also consider it vital to generate impactful research outcomes and policy recommendations that address critical challenges of climate change.

(3) Main Activities in FY2025

(a) International and regional actions

- Contributing to international negotiations under the UNFCCC/Paris Agreement
- Contributing to international assessment efforts such as IPCC, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), and United Nations Environment Programme (UNEP)
- Contributing to international/regional efforts such as UNFCCC's Least Developed Countries Expert Group (LEG) activities and Asia-Pacific Climate Change Adaptation Forum (APAN Forum)
- Organising the Small Island Developing States (SIDS) Decarbonization Forum
- Strengthening partnership with IGES's host entities, such as Technical Support Unit for the Task Force on National Greenhouse Gas Inventories, IPCC (IPCC-TFI-TSU) and UNFCCC Regional Collaboration Centre (RCC) at our Regional Centre in Bangkok (BRC)
- Enhancing public-private partnerships to accelerate climate actions through international cooperation under Article 6 of the Paris Agreement and promoting high integrity carbon markets by hosting the Paris Agreement Article 6 Implementation Partnership (A6IP) Center, including collaborative efforts with global private sector associations such as International Emissions Trading Association (IETA), International Air Transport Association (IATA), project developers and stakeholders to drive tangible mitigation activities
- implementing Asia-Pacific Climate Change Adaptation Information Platform (AP-PLAT) activities, aiming to enhance the resilience of the Asia-Pacific region
- implementing Climate Security Project in Asian countries
- Developing the ASEAN Climate Change Strategic Action Plan (ACCSAP) 2025-2030
- Implementing ASEAN project on disaster risk reduction by integrating climate change projection into risk assessment (Disaster Risk Reduction by Integrating Climate Change Projection into Flood and Landslide Risk Assessment (DRR-CCA) Phase-2, Japan-ASEAN Integration Fund (JAIF) project)
- Conducting studies on effective use of monitoring of long-lived greenhouse gases and short-lived climate forcers to promote environmental policies and measures (*Suishin-hi* S-22-4)

(b) National and other actions

- Implementing Green Climate Fund (GCF) readiness project and formulating new GCF project proposals
- Implementing Locally Led Adaptation (LLA) project by strengthening collaboration with Asia-Pacific Network for Global Change Research (APN), AP-PLAT, Himalayan University Consortium (HUC) cross-cutting working group on LLA, and other local/regional partners
- Strengthening integrated efforts on mitigation and adaptation throughout IGES, including climate resilience of energy system and "Renewables for Adaptation"
- Developing policy recommendations for the expansion of renewable energy in Japan through engagement with business and finance, and developing a tool for local decarbonisation building on the 1.5°C Roadmap of Japan
- Conducting policy research on emerging issues such as the sustainable supply chains of critical mineral and hydrogen, as well as international shipping

1.1.2. Nature Positive

(1) Background or Rationale

Biodiversity refers to the variety of life on Earth, providing numerous ecosystem services that bring complex benefits to humanity. The loss of biodiversity is another pressing global environmental challenge facing the world, with severe consequences for ecosystems and human societies. Biodiversity is essential for human well-being, providing food, water, medicine and other critical resources. While biodiversity plays a crucial role in mitigating and adapting to climate change, reducing natural disaster risk and providing other ecosystem services, it is being lost at an unprecedented rate due to habitat pollution and destruction, climate change, and the invasion of alien species. The Kunming-Montreal Global Biodiversity Framework (GBF), adopted in 2022 by the parties to the Convention on Biological Diversity (CBD), sets international goals to address biodiversity loss and mandates that countries set targets for protecting and restoring biodiversity, as well as sustainable use of biodiversity and the equitable sharing of its benefits.

IGES aims to contribute to the recovery of biodiversity by participating in the implementation of the GBF and in international discussions with a focus on the CBD and the IPBES. IGES also work closely with countries in Asia, conducting solution-oriented research and providing technical support and capacity development

(2) Goals and Strategies for Impact Generation

Given CBD 2050 Vision (“By 2050, biodiversity is valued, conserved, restored and wisely used, maintaining ecosystem services, sustaining a healthy planet, and delivering benefits essential for all people”), IGES will work toward a just and equitable transition to a nature-positive world, enhancing co-benefits of conservation to biodiversity and society. IGES will take measured action to halt and reverse the degradation of nature in Asia and the Pacific, for the benefit of people and the planet, by conserving biodiversity and ecosystem services, and sustainably and equitably sharing their benefits. There are three strategic pillars:

(a) Informing biodiversity policy processes at global, national and local levels

Stakeholders around the world have only five more years to reach the targets laid out in the GBF. Developing countries have a particular challenge, as they host most of the world’s biodiversity but often have the least capacity to conserve it. IGES provides technical advice and on-the-ground support, as well as conducting high quality and relevant research to inform biodiversity policy. IGES will facilitate collaboration for policy processes between the CBD and the UNFCCC and between IPBES and the IPCC, taking advantage of IGES’s unique position as host of technical support units for both IPBES and IPCC. IGES will promote the mainstreaming of landscape approaches, assessment of biodiversity and ecosystem services, future scenarios analysis and nature-positive lifestyle into national and local biodiversity strategies and action plans (NBSAPs and LBSAPs).

(b) Promoting sustainable and equitable management of landscapes & seascapes by recognising multiple values of nature for nature positive futures

IGES will strengthen policy-relevant research particularly on building future scenarios using the IPBES Nature Futures Framework (NFF) and an integrated assessment model in Japan and other Asian countries in collaboration with the IPBES Taskforce on Scenarios and Models. IGES will reinforce its contributions to conservation and sustainable use of biodiversity on production landscapes and seascapes, as well as continuing to conduct research on sustainable aquatic food systems in south and southeast Asia.

(c) Promoting sustainability in the production and trade of biodiversity-risk commodities across supply chains

With increasing global attention on promoting private actions by companies to improve supply chains for a nature positive and a zero-carbon transition, IGES will continue to support nature positive approaches taken by businesses. IGES implements research projects to facilitate and enable the transformation of the production of agricultural, forestry and fishery commodities (timber, palm oil, coffee, cocoa, rubber, seafood, etc.) in developing countries, focusing on policies and practice on the ground. IGES will also provide support to the business sector to improve their supply chains. IGES also contributes to the Forest Declaration Assessment, which assesses progress toward the global goals of halting deforestation by 2030 as set out in international declarations such as the Glasgow Leaders' Declaration on Forests and Land Use.

(3) Main Activities in FY2025

(a) Informing biodiversity policy processes at global, national and local levels

- Supporting international negotiations for CBD's GBF implementation process including GBF indicators
- Contributing to IPBES assessments (Business and biodiversity, 2nd global assessment, spatial planning) supporting the technical support unit for the IPBES Taskforce on Scenarios and Models
- Supporting National Government including contribution to implementing NBSAP and developing Japan Biodiversity Outlook 4
- Supporting local government: Local biodiversity strategy and action plans (LBSAPs)

(b) Promotion sustainable and equitable management for landscapes & seascapes by recognising multiple values of nature for nature positive futures

- Facilitating the accelerated implementation of the Satoyama Initiative in collaboration with the United Nations University Institute of Advanced Studies on Sustainability (UNU-IAS) and the Ministry of the Environment, Japan (MOEJ), particularly through the Satoyama Development Mechanism (SDM)
- Promoting Other Effective area-based Conservation Measures (OECMs), landscape approaches and restoration through *Suishin-hi* S-21 project
- Conducting restoration and sustainable use of coastal ecosystems in Mauritius and other countries with the Japan International Cooperation Agency (JICA)
- Promoting sustainable fishery and for sustainable aquatic food systems with WorldFish

(c) Promotion of sustainable production and trade of biodiversity-risk commodities across international supply chains

- Studying the impact of Japanese imports on the sustainability of acacia plantation production by small-scale farmers in Viet Nam
- Conducting Keidanren's business survey on adoption status of Taskforce on Nature-related Financial Disclosures (TNFD) and GBF among the business sector in Japan and other countries (Korea, Sweden, etc.)
- Conducting AquaIndex project with WorldFish, the University of Tokyo and Tohoku University (Development of a global information platform for indicators required for sustainable aquatic food systems)

1.1.3. Circular & Pollution Free

(1) Background or Rationale

The dominant linear economic model, characterised by mass production, mass consumption and mass disposal in modern society, has led to severe environmental degradation and pollution, resource depletion, and the generation

of vast amounts of solid and liquid waste. Transitioning to a circular socio-economic model is essential for achieving a sustainable society. The circular economy offers a viable alternative model that promotes circulation of resources, minimising waste generation and pollution, thereby alleviating environmental and human health impacts. Through strategies such as extending product lifespans, reusing materials, and transforming waste into resources, the circular economy has the potential to provide economic, environmental, and social benefits. The transition to a circular economy is crucial for achieving sustainable development and mitigating the ongoing environmental degradation.

IGES actively engages in international processes related to the circular economy, resource efficiency and sound management of chemicals and waste to mainstream them in policy processes. IGES also conducts practical research activities such as policy research towards realising sustainable lifestyles, providing policy-making support to prevent pollution, particularly waste, wastewater and plastic pollution, across the Asia-Pacific region, in collaboration with regional organisations such as ASEAN and South Asia Cooperative Environment Programme (SACEP) as well as facilitating regional knowledge-sharing among national and local governments to enhance policy coherence and implementation. Furthermore, the IGES-UNEP Centre for Collaborating on Environmental Technologies (CCET) plays a vital role in providing technical assistance and capacity building support for integrated waste management in Asian countries and cities, further contributing to the realisation of circular and pollution-free societies.

(2) Goals and Strategies for Impact Generation

(a) International and regional impacts

IGES will actively participate in international governance for sustainable resource management by contributing to policy processes on the circular economy, resource efficiency, chemicals and waste, and development. IGES also disseminates policy analysis to relevant stakeholders to further promote circular and resource-efficient societies and encourage effective action. Major strategies include the following:

- Accelerating systemic transitions toward circular and pollution-free societies: Toward this goal, IGES collaborates closely with UNEP and other development partners in Asia, particularly ASEAN Member States and several SACEP member countries in South Asia.
 - ♦ Addressing integrated waste management and circular economy, as well as water security and water pollution challenges.
 - ♦ Tackling emerging and high-impact sectors such as electronic waste, food waste, medical waste, textiles, and plastic pollution.
 - ♦ Taking measures against microplastic contamination from domestic wastewater and other sources through the effective implementation of decentralised waste and wastewater management, alongside circular economy and resource efficiency approaches that facilitate resource recovery and circularity.
- Supporting policymaking and implementation toward plastic-free Asia: Toward this goal, IGES partners with UNEP and the Regional Knowledge Centre for Marine Plastic Debris, established under the Economic Research Institute for ASEAN and East Asia (ERIA), and other international and regional entities. This collaboration supports the effective implementation of the ASEAN Regional Action Plan for Combating Marine Debris by enhancing technical capacity and skills development in ASEAN Member States.
- Offering a new model for leveraging our expertise in leading transitions: Toward this goal, IGES is establishing and implementing a certification system for the sustainable management of domestic wastewater in the ASEAN region.
- Enhancing water environment governance and sustainable water environment management in Asia: To this end, IGES supports the Water Environment Partnership in Asia (WEPA) platform. WEPA promotes policy development, technical cooperation, and capacity building across key partner countries, contributing to sustainable river basin management, domestic and industrial wastewater control, and evidence-based policy formulation through action programs and the development of practical guidance.

(b) National and local impacts

IGES conducts research and practical projects in close collaboration with governments, local authorities, regional educational and research institutions, and their supporting donor agencies at national and regional levels to contribute to the realisation of circular and pollution-free societies.

- Ensuring the full recognition of the roles of women, youth, and the informal sector in developing strategies for a just transition and Extended Producer Responsibility (EPR) systems: To this end, IGES will establish new research and practical actions with UNEP and other partners to. These efforts aim to advance waste management in a more circular and sustainable way. Promoting inclusivity and empowerment within these groups not only enhances policy effectiveness but also fosters social equity, building a stronger foundation for sustainable development.
- Establishing a knowledge-sharing platform focused on behaviour-centred approaches to accelerate local transitions toward circular and pollution-free societies. To this end, IGES leverages the ERIA-IGES-RARE (RARE Center for Behavior and the Environment) collaboration on behaviour insights and partnerships with regional organizations working on similar issues, including Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the World Wide Fund for Nature (WWF).
- Fostering circular business models and citizen-participated local transitions encompassing lifestyles and livelihoods: To this end, IGES will explore opportunities for new international collaborative projects to enhance our expertise in policy research and citizen-participated action researches.

(3) Main Activities in FY2025

(a) Addressing Plastic Pollution in Asia

- Conducting a comprehensive assessment of capacity and training needs for microplastic and nanoplastic research in the Philippines
- Contributing to the World Bank's Southeast Asia Regional Program on Combating Marine Plastics (SEA-MaP), specifically to the "Regional Platform for Knowledge and Partnerships on Marine Plastics"
- Compiling the G20 Report on Action against Marine Plastic Litter under the leadership of the 2025 G20 Presidency
- Supporting national and city governments in Asia, particularly ASEAN and South Asia (Sri Lanka) to enhance their capacity for data-driven policymaking to address plastic pollution, and promoting effective implementation of the international legally binding instrument on plastic pollution and city-level actions.
- Supporting the development of a scientific data management system based on a lifecycle approach to plastics in South Asia, particularly Sri Lanka, in cooperation with the Japan International Cooperation Agency (JICA)
- Participating in the international scientific committees such as UNEP-European Commission science-policy panel for developing global indicators for plastic contaminants in aquatic environments.
- Continuing the implementation of the ERIA project to apply participatory design of behaviour-centred implementation to reduce single-use plastics in six ASEAN countries
- Developing the Behaviour-Lab, a knowledge-sharing platform for behaviour-centred interventions in plastic and other circularity-related issues.

(b) Support advancing Circular Economy Policies and Businesses

- Actively engaging in prominent international platforms, including the G7 Resource Efficiency Alliance, the G20 Resource Efficiency Dialogue, the Organisation for Economic Co-operation and Development (OECD) Working Party for Resource Productivity and Waste, the International Resource Panel (IRP), and the Global Alliance for Circular Economy and Resource Efficiency (GACERE).
- Working as the secretariat for the Japan Partnership for Circular Economy (J4CE)

- Participating in the World Business Council for Sustainable Development (WBCSD)'s Global Circularity Protocol, the Global Plastic Action Partnership, and the Alliance to End Plastic Waste
- Initiating discussion for collaboration with Institute for Circular Economy Development (ICED) in Viet Nam, Asia Pacific Roundtable for Cleaner Production (APRCP) and Thai SCP Network to implement innovative circular business models.

(c) Integrated waste management

Key initiatives by CCET include:

- Supporting South and Central Asian countries to advance circular economy policies at the national and local levels, focusing on resource efficiency and waste reduction to drive sustainable development.
- Leading the development of the Asia Regional Roadmap to mitigate open waste burning to mitigate its effects on climate, air quality, and public health, with follow-up pilot implementation in Laos, Iraq, and the Maldives.
- Supporting cities in Thailand and Sri Lanka in developing the local action plans to tackle plastic pollution, while ensuring their alignment with broader national and global (INC process) policy requirements.
- Implementing pilot projects in Cambodia, Indonesia, and Pakistan to enhance waste management and circular economy by integrating the informal sector, incorporating gender considerations, digital transformation and fostering youth engagement for social equity and inclusivity, in cooperation with partners including UNEP.

(d) Sustainable Wastewater Management Initiatives in ASEAN and Asia

- Developing the PoDIWM-3 project¹ with ASEAN partners to enhance decentralized wastewater treatment
- Organizing the 21st WEPA Annual Meeting and a workshop on industrial wastewater management in Asia.
- Collaborating with Thailand's the Pollution Control Department (PCD) of the Ministry of Natural Resources and Environment (MONRE) on a 2-year WEPA Action Program for river basin management and water quality index development.
- Partnering with Malaysia's National Hydraulic Research Institute of Malaysia (NAHRIM) and the Philippines' Environmental Management Bureau (EMB) on a 2-year WEPA Multi-country Action Program for integrated coastal basin management.

(e) Sustainable food

- Supporting Asian national and local governments in transitioning to circular economy systems in view of promoting zero food waste and zero climate impact societies.
- Continuing the *Suishin-hi* S21 Action Research Project in Minami-sanriku and Osaka toward co-creating sustainable food system visions.

¹ PoDIWM originally stands for “Policy Dialogue and Network Building of Multi-stakeholders on Integrated Decentralised Domestic Wastewater Management in ASEAN Countries,” which was for a 2-year (2018-2020) ASEAN Cooperation Project funded by the Japan–ASEAN Integration Fund (JAIF). The title of PoDIWM-2 project was officially “Strengthening Capacity Development for Local Governments in ASEAN to Tackle Microplastics and Water Pollution through Decentralised Wastewater Management Approach,” which was a continuation and extension of PoDIWM, and used the same abbreviation, finished in June 2024. The same abbreviation will be used for PoDIWM-3.

1.1.4. Five Lenses and AI & New Frontier Research

Lens 1: Global & Regional Sustainability Governance

(1) Background or Rationale

While the international community has made significant progress through agreements like the SDGs, the Paris Agreement, CBD (and its GBF), challenges in implementation persist. Through this lens, it is important to accelerate progress on the SDGs and contribute to an ambitious post-2030 Agenda. In order to do this, it is essential to strengthen connections across sectors by identifying and disseminating synergies (including co-benefits, linking mitigation and adaptation, nature positive solutions and nexus approaches). This lens also needs to focus on how global and regional frameworks, particularly in ASEAN, can strengthen the implementation of international goals. It also is vital to explore how governance structures—especially multi-level governance—can enhance effectiveness, while emphasising the importance of the promotion of synergies to address the triple planetary crises, just transitions, and the need for upscaling successful strategies and downscaling them to local contexts. Capacity-building and training activities will also be crucial to be integrated to further support and bolster these efforts.

(2) Goals and Strategies for Impact Generation

IGES will focus on strengthening connections across sectors by identifying synergies (including co-benefits, linking mitigation/adaptation, nature positive solutions and nexus approaches) and promoting them through high-level meetings to accelerate progress on the SDGs and contribute to an ambitious post-2030 Agenda. IGES will also strengthen support for just transitions to ensure fair and inclusive processes and outcomes, and will offer recommendations and guidance for integrating just transitions into the SDGs. IGES will concentrate on downscaling solutions to local needs and upscaling successful approaches to create virtuous global-local feedback loops for the Circulating and Ecological Sphere (CES) and other local sustainability models across Asia-Pacific municipalities. IGES will also aims to generate regional and national policy impacts by supporting the development and adoption of the ASEAN Climate Change Strategic Action Plan (ACCSAP), working closely with ASEAN Member States in aligning their policies with net-zero and climate-resilient pathways. IGES will also aim to achieve policy impacts by supporting ASEAN's disaster risk reduction and management capacities through cross-sectoral cooperation and innovation, while addressing haze pollution by promoting regionally coordinated responses to mitigate its environmental and public health impacts. In parallel, IGES will aim to achieve both research and policy impacts by positioning itself as a regional leader in advancing synergies to tackle the triple planetary crises—climate change, biodiversity loss and pollution.

(3) Main Activities in FY2025

(a) Contribute to SDG processes at the global and regional levels

- Support the development of high-level report on SDGs synergies in Asia Pacific in collaboration with the UNESCAP, Asian Development Bank (ADB), and UNEP
- Contribute to global expert working group on synergies
- Contribute to discussions over post-2030 Sustainable Development Agenda Develop with discussion papers on priority issues (synergies, just transitions, localization)

(b) Contribute to G7/G20, UNEA and other global processes

- Support Japanese government engagement in G7/20, UNEA and other processes
- Raise the profile for synergies and other key concepts in these processes (i.e. contribute to possible UNEA resolution on synergies)

(c) Strengthen environmental governance in the ASEAN region

- Developing the ACCSAP 2025-2030, a new high-level climate change roadmap for the region
- Mainstreaming climate change in national policies of ASEAN Member States
- Support ASEAN's disaster risk reduction and disaster management capacities through inter-sectoral cooperation, capacity building, scaling innovation
- Promote the implementation of ASEAN haze free roadmap

Lens 2: National Sustainability Policy

(1) Background or Rationale

As discussed in Lens 1, international agreements and global goals related to the environment and sustainability—such as the SDGs—can only be effective when they are translated into concrete national-level policies and implemented accordingly. Moreover, the influence of national sustainability policies on the actions of local governments, businesses and citizens is significant. In the Asia-Pacific region, where IGES places its focus, it is crucial to design institutional frameworks and rules that take into account both the development needs and specific environmental challenges of each country and locality. To support transitions toward sustainable societies in these countries, it is essential to move beyond siloed approaches that address individual issues such as climate change or biodiversity in isolation. Instead, there is a growing need to pursue integrated and synergistic solutions that can deliver multiple benefits while avoiding or reducing trade-offs between issues.

(2) Goals and Strategies for Impact Generation

IGES has been actively contributing to voluntary national reviews (VNRs) on the SDGs, supporting the development and implementation of Nationally Determined Contributions (NDCs) on climate change, and assisting in the revision of National Biodiversity Strategies and Action Plans (NBSAPs) in Japan and other countries in the Asia-Pacific. To further support and accelerate the transition to sustainable societies in each country, and to make these efforts more robust, it is important to assess and provide recommendations on the interlinkages and consistency among various national-level goals and action plans from an integrated approach. Through participation in these processes and the development of relevant tools, IGES aims to generate tangible impacts that strengthen national sustainability policies.

(3) Main Activities in FY2025

- Select a few countries to conduct reviews of NDCs, adaptation plans, NBSAPs, and action plans for building a sound material-cycle society.
- Continue its ongoing contribution and engagement in Japan's VNR process.
- Develop modules for the GEO Science-Policy Dialogue, an activity planned in line with the 7th Global Environment Outlook (GEO-7) currently being prepared by UNEP.

Lens 3: Cities & Rural Areas

(1) Background or Rationale

As an overarching policy approach to address sustainable development challenges at the local level, the Circulating and Ecological Sphere (CES) concept stimulates a self-reliant, decentralised and sustainable society, by capitalising on the unique characteristics of urban-rural linkages within a defined regional space, to simultaneously achieve

decarbonisation, optimal resource circulation, harmony with nature and economic revitalisation. In 2021, IGES, START International, a research institute based in the US, and the leading academic and research institutes in South and Southeast Asia, established the CES-Asia Consortium with the aim of advancing the CES concept for enabling resilience of city-regions in South and Southeast Asia, and conducted activities that strengthens understanding and promote the utilisation of the CES concept to stimulate localised actions for addressing the diverse sustainability challenges in Asia.

To further advance local sustainability, IGES has actively supported and promoted Voluntary Local Reviews (VLRs)—a key follow-up and review mechanism for local actions implementing the 2030 Agenda and the SDGs—in collaboration with international partners. Capacity development and the empowerment of local stakeholders, including local governments, civil society and industry, are critical in fostering an integrated approach to sustainable society. IGES has undertaken several initiatives in this regard, including the Kitakyushu GX Executive Business School and the Kitakyushu Sustainable Management Certification Programme, which were developed by the Kitakyushu Urban Centre (KUC); the Hyogo High School Environmental and Future Leaders Development Project, implemented by the Kansai Research Centre (KRC) in partnership with Hyogo Prefecture and other collaborators; and city-to-city collaboration projects aimed at fostering decarbonisation. These initiatives, which IGES has supported through implementation and knowledge-sharing efforts, have significant potential to accelerate the sustainability transition by fostering mutual learning among local governments and stakeholders.

(2) Goals and Strategies for Impact Generation

In ISRP9, building upon the achievements and stakeholder networks developed through previous research phases, each unit engaged in urban and/or rural issues will continue its work by capitalising on its distinct strengths. For example, KRC and KUC will further implement concrete, place-based initiatives in collaboration with local authorities and other stakeholders to promote regional decarbonisation and resilience. The CES team will continue to advance the bottom-up approach through evidence-based research, co-development process and capacity building that strengthens understanding and promotes the utilisation of the CES concept to stimulate localised actions for addressing the diverse sustainability challenges in Asia. The City Task Force (CTY) will lead cross-unit projects designed to enhance knowledge-sharing through city-to-city collaboration and networks, and will explore improved governance models for urban building decarbonisation. CTY will also continue its involvement in various city-focused projects across different countries, led by other research units within IGES.

In addition, Lens 3 will map activities and facilitate coordination of different activities conducted by different research units and undertake a comprehensive synthesis and analysis of insights derived from multiple research and project streams under IGES. The goal is to enhance a more coherent and synergetic approach to localising global goals; formulate evidence-based policy recommendations; the construction of complementary relationships between urban and rural areas through strategic use of regional resources; and the development of more effective models of city-to-city cooperation. All recommendations aim to be grounded in concrete, practice-based examples, which could be inputs to international dialogues on the achievement of global goals toward 2030 and beyond.

(3) Main Activities in FY2025

(a) Related to Net Zero & Resilient

- Exploring better governance for local decarbonisation through the study of the roles of intermediate organisation and the regional governments in Japan
- Studying modalities and methodologies of the Citizens Climate Assembly (CCA) through supporting their efforts by Japanese local governments
- Contributing “city-to-city collaboration projects for the decarbonisation society” and knowledge exchange among participating cities

- Developing the Hyogo prefecture's regional roadmap toward carbon neutrality through the discussion with industries and coordinating a demonstration project of agrivoltaics partly using perovskite on abandoned farmland in Sumoto City
- Contributing the Hyogo 1.5°C lifestyle initiative
- Conducting a feasibility study on the hydrogen supply chain in rural areas

(b) All sectors and other

- Generating evidence-based knowledge on the application of the CES approach in Asian city regions to achieve important goals and targets including on net zero transition, water energy food nexus, rural revitalisation, ecosystem management (e.g. Agroforestry) and exploring associated co-benefits
- Co-developing CES model cases shaped by the context of specific local needs and priorities such in Hachinohe City, Hyogo, Rajasthan, ASEAN city regions
- Developing decision support tool for CES application (e.g. Agrivoltaics Decision Support Tool), conducting science policy dialogue/event on CES to provide a platform of sharing knowledge and capacity development, outreach of CES as practical means of localising global goals to international audiences
- Facilitating localisation of the SDGs through the support of Voluntary Local Review (VLR) process, capacity development, and knowledge sharing
- Supporting exchanges/dialogues of European and Japanese cities aiming to contribute to green transformation (GX)
- Enhancing synergistic approach at local level through local initiatives - i.e. continuing the support to the Kitakyushu GX Executive Business School and the Kitakyushu Sustainable Management Certification Programme, and the establishment of a nature positive centre in Kitakyushu City

Lens 4: Finance, Business & Markets

(1) Background or Rationale

Business and finance play an extremely important role in promoting a sustainable society. Some companies and financial institutions are reflecting sustainability, such as the achievement of the SDGs, in their management principles or policies and incorporating it into their core business. In addition, the Paris Agreement introduced a mechanism for international cooperation (Article 6) that takes advantage of the carbon market, requiring public and private sector initiatives in accordance with the Article 6 rule. However, in order to develop them more effectively, quickly, and broadly among business circles, for, example, it is necessary to utilize scientific knowledge such as assessing environmental values and risks, evaluating the impact of sustainable finance, assessing environmental integrity in carbon credits. This aims to: raise sustainability targets and ambition levels and ensure their implementation; introduce an integrated approach to climate change, biodiversity and circular economy (synergy approach); address sustainability throughout the value chain and disclose information; and develop human resources to mainstream sustainability in business by Small and Midsize Enterprises (SME), among others.

IGES has been engaged in the following activities which are useful for business and finance sector; sharing the results or collaborating research works on international trends, initiatives and policies, as well as regulations and institutions on sustainability at the national and regional levels; sharing data and information and solutions at the field level; and operating the secretariat of information and knowledge platforms; and building partnerships with various business groups.

(2) Goals and Strategies for Impact Generation

IGES will contribute to the promotion of a sustainable society through business and finance by leveraging its scientific knowledge, national and international networks, and public interest standing. The goal is to accelerate

measures by the business and financial sectors to address the triple planet crisis and contribute to the realisation of policy objectives in each of these areas.

As a specific strategy, IGES will promote the benefits of a synergistic approach to the triple planet crisis through leveraging its networks with the domestic business community in Japan (Global Compact Network Japan, Japan Climate Leaders' Partnership (JCLP), J4CE, Keidanren Nature Conservation Council, Japan Sustainable Investment Forum, etc.) and with partner local governments (Kanagawa Prefecture, Hyogo Prefecture, Kitakyushu City, etc.) In addition, we will also work with the supply chains across overseas of these companies, and through the WBCSD, Climate Bonds Initiative (CBI), and A6IP Center's partners, which have cooperative relationships with IGES, to expand the synergistic approach to other countries.

In order to make a bigger impact in ISRP9, Lens 4 will focus its activities on the following three points; (i) Provide IGES's knowledge, tools, data, and evidence that contribute to the promotion of sustainability by companies and financial institutions in a form that can be utilised, (ii) develop and disseminate a synergy approach guidance, for example as a model to supply chain management, composed of, for example, quantification of benefits, analysis methods, governance measures, impact measurement and case studies, that can be introduced by the business community. As a model, synergy approaches can be applied to, for example, supply chain management, and (iii) develop schooling, training, and complementary support for SMEs on mainstreaming sustainability in their business in cooperation with local governments and other organizations. IGES research units with these knowledges will collaborate and implement these activities under the relevant lead research unit. In addition, these activities aim to obtain external funding.

(3) Main Activities in FY2025

- Operating the Green Finance Portal established by MOEJ along with revision of the Guidelines of Green Bond/Loan and Sustainability link Bond/Loan as a secretariat
- Engaging in research work on impact analysis of sustainable finance including transition finance
- Working as the secretariat for J4CE
- Participating in the WBCSD's Global Circularity Protocol, the Global Plastic Action Partnership, and the Alliance to End Plastic Waste
- Developing policy recommendations for the expansion of renewable energy in Japan through engagement with business and finance, and developing a tool for local decarbonisation building on the 1.5°C Roadmap of Japan
- Enhancing public-private partnerships to accelerate climate actions through international cooperation under Article 6 of the Paris Agreement and promoting high integrity carbon markets by hosting the A6IP Center

Furthermore, IGES will conduct a feasibility analysis and prepare an implementation plan for the following activities as new lens work;

- Customising IGES's sustainability expertise into a form that can be used by companies and financial institutions, and use it as an engagement tool
- Developing synergy approach guidance for business with a case study that applies the guidance to e.g. consider supply chain management
- Applying the KUC's approach to support SMEs such as GX Executive Schooling and SDGs certification system to other cities.

Lens 5: Lifestyles & Citizen Participation

(1) Background or Rationale

There is a growing recognition that our daily activities are major contributors to GHG emissions, ecosystem degradation, and pollution. However, policies and initiatives aimed at reducing environmental impact by changing individual consumption patterns have often failed to produce lasting effects on socio-economic systems. IGES has been working on transformations driven by active citizen participation, exemplified by projects like the "1.5°C Lifestyles," which support the 1.5°C goal. IGES has also facilitated collaboration among citizens, governments and businesses to promote nature-positive and circular lifestyles and livelihoods in Japanese and Asian communities. Based on our experiences, IGES is revising the conventional view that equates 'sustainable lifestyles' solely with environmentally conscious individual consumption. Instead, we believe that enabling individuals to actively participate in developing sustainable socio-economic systems as integral members of their communities and civil society is essential for sustainable living and thriving communities.

(2) Goals and Strategies for Impact Generation

Initiatives aimed at achieving sustainable lifestyles and societies through active citizen participation are effective across climate, ecosystems, pollution control, and resource management in both urban and community settings. To drive these transformations in Asian and Japanese cities and communities, collaboration among local governments, citizen groups, educational institutions, research bodies, and local businesses is crucial. This multi-stakeholder collaboration should aim to create sustainable and prosperous living environments and generate diverse outputs, including policies, business models and educational programmes.

To this end, IGES collaborates with local authorities, community organisations, the private sector, and academic institutions to identify societal sustainability challenges, analyse the impact of individual and organisational behaviours on climate, ecosystems and pollution, and develop and implement strategies to enhance overall well-being. We leverage findings from various case studies to develop policy recommendations and effective approaches for local and national governments to replicate or scale up, in partnership with local citizens, researchers and authorities. IGES also engages closely with youth as key stakeholders to create and disseminate intergenerational solutions.

(3) Main Activities in FY2025

To achieve our goal of fostering multi-stakeholder collaboration at the local level for sustainable living in Asian and Japanese cities and communities, Lens 5 will collaborate with various IGES units and task forces. Our focus will be on identifying opportunities for joint projects that promote citizen-driven and participatory change. Concrete actions in this area include:

- Conducting initiatives such as the Hyogo 1.5°C Lifestyles, which empowers residents to adopt low-carbon practices;
- Supporting Climate Citizen Assembly Meetings in Kanagawa, providing a platform for community voices in climate policymaking;
- Implementing the Breaking the Plastic Habit project, applying behavioural insights to reduce single-use plastics in Asian cities, communities, and campuses; and
- Supporting Local food transitions in Minami-sanriku and Osaka, fostering sustainable food systems through community involvement.

With these and other similar efforts in mind, IGES will aim to launch new projects in 2026 or 2027.

AI & New Frontier Research

(1) Background or Rationale

To operationalise its role as a catalyst for innovation in sustainability policymaking, the AI & New Frontier Group will initiate a set of strategic activities in FY2025 aligned with its foundational mission under ISRP9. Building on its core function to enhance the scientific rigour, methodological diversity, and technological relevance of IGES research, the Group will serve as an internal enabler and cross-cutting collaborator. By embedding Artificial Intelligence (AI) and Machine Learning (ML)-powered tools such as natural language processing (NLP), system modelling, geospatial analytics and causal inference into projects across the three Focal Areas—climate change, biodiversity, and circular economy—the Group will improve the analytical depth, localisation potential and impact scalability of IGES outputs. At the same time, these efforts will support the five Lenses by strengthening science-policy interfaces, enabling data-informed stakeholder engagement, and co-creating replicable solutions. FY2025 activities are designed not only to build in-house capacity and pilot AI applications across focal areas, but also to strengthen IGES’ technical foundation and visibility in the growing field of AI-for-sustainability research in the Asia-Pacific region.

(2) Goals and Strategies for Impact Generation

The overarching goal of the AI & New Frontier Group is to enable IGES to leverage emerging digital technologies to enhance the effectiveness, reach and inclusiveness of sustainability research and policymaking. To achieve this, the Group will focus on three core strategies:

(a) Applying AI in Sustainability Research and Practice

- The Group aims to apply AI-based tools and approaches in IGES projects and focal areas, enhancing evidence-based analysis, modelling, monitoring and policy design. Through pilot applications and collaboration with internal research teams, the Group will demonstrate how AI can improve the resolution and relevance of sustainability assessments and unlock new insights on co-benefits, trade-offs and systemic linkages.

(b) Capacity Development and Internal Enablement

- A key impact strategy is to raise the AI literacy and technical capacity of IGES researchers. The Group will develop training programmes, offer tailored guidance to project teams, and create shared resources that lower the barrier to entry for AI applications. This ensures IGES can independently sustain, scale and innovate in its AI use.

(c) Partnership and Strategic Visibility

- The Group will engage with selected regional and international platforms and research networks to share IGES’s experience in applying AI tools to sustainability challenges. The focus will be on building targeted partnerships and contributing practical, policy-relevant insights—particularly in areas where IGES has established expertise, such as SDG interlinkages, climate-health linkages and localisation. Through these efforts, the Group will enhance IGES’s visibility as a technically competent and solution-oriented organisation in the emerging space of AI applications for sustainability, especially within the Asia-Pacific context.

(3) Main Activities in FY2025

- AI Capacity Building for IGES Researchers: organising internal workshops and hands-on training sessions on key tools (e.g. NLP, geospatial AI, data analysis and visualisation)
- Pilot Applications of AI in Cross-Cutting Research Projects: collaborating with climate, biodiversity, and circular economy teams to co-develop AI-based applications and tools (e.g. causal impact analysis, scenario modelling), supporting policy scenario generation using system modelling and predictive analytics, etc.

- AI for SDG Localisation and Monitoring: developing prototype dashboards for local SDG implementation using NLP and big data, using satellite and social media data to monitor land-use change, pollution or climate risks
- Science-Policy Interface Enhancement through AI Visualisation: building interactive data visualisations (dashboards, causal network maps, policy trees), such as the SDG interlinkages visualisation tool, translating AI model outputs into usable insights for city planners or businesses, co-developing online decision-support tools embedded in IGES project platforms, such as the Climate-Health Integrated Planning (CHIP) tool under the Wellcome project.
- Foresight and Horizon Scanning Using AI: using AI to scan academic, media, and policy texts to detect rising sustainability trends, developing a foresight briefing for internal use or external partners, applying language models to simulate stakeholder positions or test policy acceptability.

1.2. Summary of Actions for Impact Generation

The institute-wide initiative to create impact begins with each research unit, taskforce and satellite office sharing their “Intended Impact Registration Sheet,” which outlines their plans for creating impact and their publication plans with SMO. These plans, shared at the beginning of each fiscal year, include details of activities such as deliverables and stakeholder engagement required during the impact formation process. SMO consolidates the information, provides support and oversight for impact generation, and evaluates the results at the end of the fiscal year. The evaluation also seeks to clarify the relationship between deliverables, activities and the impact in specific cases. The key performance indicators (KPI) are summarised in Table 4 below.

1.2.1. Strategic Operations

In ISRP9, IGES maintains its target of 30 impact generations per year, while setting a higher target in terms of scale of impact. IGES defines impact as a concrete social change or change in individual behaviour brought about by the actions of IGES and its partners. Three categories have been defined: significant impact², medium impact³ and other impact⁴. In the 8th phase, the target is three, seven and 20 cases per year for each category. In the 9th phase, the target is 10 significant, 10 medium and 10 other impacts per year.

This new target is in line with the direction of strengthening the design of strategic research activities with the aim of generating higher order impacts. ISRP9 will employ the so-called pipeline model, which is designed to achieve large-scale impact as the primary goal, with small-scale impact being achieved in the first year, medium-scale impact in the second year and large-scale impact, the original goal, in the following years and beyond.

For IGES to continue to deliver high-level impact on a consistent basis, i.e. to fulfil its mission as an Agent of Change, it is necessary to have a good understanding of up-to-date global, regional and national contexts and to continuously review its strategic research portfolio. It is also important to be flexible in reshaping this portfolio to meet the needs of stakeholders such as local governments, citizens and businesses. In addition, in order for IGES to achieve a higher level of impact with limited human and financial resources, it is necessary to share and collaborate across research units on the 'large-scale impact' and 'measures to realise', i.e. 'ends' and 'means.' It is also essential to prioritise and focus the allocation of limited resources.

² Changes in policy, planning and practice (“Impact 1”), and subsequent changes in the wider society (“Impact 2”).

³ The uptake of IGES proposals and positive actions taken by key stakeholders (“Outcome 3”)

⁴ Wider recognition of IGES expertise (“Outcome 1”) and support for the expansion of its initiatives (“Outcome 2”)

In FY2025, the first year of ISRP9, SMO seeks to intervene, on a pilot basis, the design and implementation of selected strategic research on shared and priority themes in close collaboration with all Research Units, Taskforces and Satellite Offices, utilising the newly introduced mechanisms such as the Research Administrator and Lens Facilitator, aiming at achieving higher-level impact. Based on the experience, such function will be reviewed and improved for the second and subsequent years. SMO also aims to effectively manages the Strategic Operation Fund (SOF), an internal funding mechanism designed to support impact generation. As all these initiatives are closely linked to other support and overseeing functions within SMO (including Research and Publications, Public Relations and Networking), the relevant sections work closely together.

1.2.2. Publications

IGES continues to produce diverse publications for impact generation. Different types of publications are appropriate for different target audiences and contexts in which intended impacts are to be generated. The two main publication categories are: (1) strategic publications for impact generation; and (2) academic publications such as academic articles and equivalent books and book chapters.

(1) Strategic Publications

Previously, in ISRP7, IGES had a target of 100 publications annually for impact generation. These include policy reports, policy briefs, briefing notes, commentaries, data/tools, and others. For ISRP8, this target was raised to 150 to include a wider range of publication types (referred to as “strategic publications”) and this target will continue in ISRP9.

In FY2025, emphasis will continue to be put on the timely delivery of rather shorter publications which can be produced more quickly and with more streamlined review processes compared to longer and more research-intensive policy reports. These are publications which mainly provide quick information such as issue briefs and briefing notes as well as publications which may include recommendations such as commentaries and articles published in non-peer reviewed journals. There will also be continues emphasis on documents which are directly submitted to policy processes as well as translations of important non-IGES outputs. This policy does not negate the importance of traditional research-intensive, full-length policy reports, but aims to ensure the balanced dissemination of a variety of publications that meet the needs of target audiences and the objectives of each impact generation case.

(2) Academic Publications

In ISRP8, IGES set a target of 100 academic publications per year. This includes not only peer reviewed journal articles, but also academic books and book chapters as well as IGES research reports and working papers. These targets will be maintained in ISRP9. In addition, ISRP8 sets a sub-target of 20 academic publications with an IGES researcher as first author. This sub-target will be increased to 40 in ISRP9. In ISRP8, IGES monitored the number of articles published in peer reviewed journals with impact factors larger than 3; in ISRP9 the monitored impact factor will be increased to 4. IGES will also continue to monitor the number of citations received in a calendar year by peer reviewed journal articles published within the last five years. Scopus will continue to be the main database used to monitor the number of citations.

IGES will continue to be involved in various assessment reports in FY2025. Eight IGES researchers are contributing to UNEP’s Global Environment Outlook (GEO7), two as Coordinating Lead Authors (CLA) and six as Lead Authors (LA). GEO7 is expected to be published in FY2025.

Sustainability Science, an internationally recognised peer-reviewed journal (Impact Factor 5.1 in 2023) is a joint publication between IGES and the University of Tokyo by Springer Nature. The editorial office is located at IGES.

The journal will further enhance its reputation as well as IGES as the host institution. The journal publishes six issues per year including various special features covering timely topics including operationalising the nature futures framework to catalyse the development of nature-future scenario, natural capital accounting for sustainable cities, leveraging co-benefits for healthy net zero transitions: translating evidence into action, and nature positive strategy with social and economic policy.

IGES researchers are encouraged to submit articles to *Sustainability Science*. All articles published in the journal (not only articles written by IGES researchers) contain the IGES logo mark, which has increased the visibility of IGES in the field of sustainability science. The editorial office also facilitates IGES researchers to publish books in the series “Science for Sustainable Societies” published by Springer.

1.2.3. Public Relations and Networking

IGES will maintain and enhance its public relations and branding activities based on the networks and partnerships it has built up over two decades. The section will not only provide information and messages to the general public and key stakeholders but will support the Institute’s impact-generating operations with other SMO sections. IGES will continue to showcase the Institute’s activities and achievements to a wider audience through various communication means and opportunities such as websites, email newsletters, social media feeds, newspapers, TV, business/industry magazines, as well as the International Forum for Sustainable Asia and the Pacific (ISAP), the Institute’s hallmark annual event since 2009. The section will join forces with other SMO sections to bring about positive changes on a larger scale in thinking and behaviour at the societal and individual levels through building networks and partnerships.

Public relations and networking are also important for fundraising and they can lead to the creation of projects or other business opportunities that can maximise the strengths of each partner, taking into consideration of the characteristics of the partner organisations. IGES will maintain and strengthen existing long-term partnerships, while taking every occasion to have dialogues with prospective partners organisations and potential funding agencies.

In FY2025, at the beginning of ISRP9, Public Relations and Networking section will first take stock of its existing communication tools and networks, and then evaluate materials and outcomes to identify key strategies for IGES rebranding, networking and fundraising for ISRP9. The section will revamp the Institute’s website, which has been in preparation since last year, updating its content and operating procedures, as well as reviewing and upgrading key communication tools (mailing lists and their management systems) to expand networking and fundraising.

In addition, to ensure the long-term sustainability of IGES operations, it is essential to secure funding from diverse and stable sources. To this end, along with the development of Fundraising Action Plan to be implemented in ISRP9, the Public Relations and Networking section will organise monthly operation meetings (MO) with SMO-PM to share funding information among relevant staff and increase external funding in line with staff expertise and strengths. The section will also work with SMO-PM to monitor the funding status and human resource allocation (percentage of working days of each staff charged by external funds) of each unit and try to facilitate the implementation of planned activities with sufficient financial value-added (FVA).⁵ It also seeks to understand the progress of project implementation, and in the event of deviations from original plans or delays, work with relevant members to provide appropriate support to minimise the impact on the financial status and operations of IGES. Furthermore, it will actively pursue opportunities for dialogue with potential funding agencies through participation in international conferences and ISAP2025 attended by IGES management, maintain and strengthen relationships with funding sources where collaboration already exist, as well as seek opportunities to work with organisations that

⁵ Financial value-added (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.

have adequate networks with funding sources, and begin to establish a team within SMO to support the preparation of proposals for large scale projects involving multiple focal areas and lenses, with the aim of securing such projects in the future.

2. Governance

Governance-related matters at IGES will be led by SMO-PM under the supervision of the management (President, and Executive and Acting Managing Directors) in line with the basic principles laid out in ISRP8 in three main components: (1) Financial management, including fundraising (Section 2.1.); (2) Human Resources (HR) management (Section 2.2.), and (3) Internal management (Section 2.3.). The key performance indicators (KPI) are presented in Table 4 below.

2.1. Financial Management (Budget)

In FY2025, IGES will maintain its project financial value-added (FVA)⁶ ratios for externally-funded projects and raising funds where possible, as well as conducting continued cost-saving measures during implementation. The FY2025 budget also continues to include a plan using the Deposit for Promoting Strategic Initiatives⁷ (hereafter referred to as “Deposit”) for establishing a foundation to implement activities under the new organisation of the ISRP9, so as to perform a financial balance substantially.

An overview of the FY2025 annual plan budget is presented in Table 1.

The main changes from FY2024 budget include an expected decrease in external funding and personnel costs due to the organisational restructure and associated changes in projects in the ISRP9. In terms of project operation costs, a certain increase in expenditure such as travel costs due to general price increases overall. Regarding administrative costs, IT system costs are expected to increase significantly starting from FY2025 although the budget remains the same since this increase was expected in FY2024 budget. Additionally, regarding the support for headquarters rent provided by Kanagawa Prefecture, both related income and expenses have decreased by JPY 150 million due to the completion of major renovations conducted in FY2024.

Table 1. Overview of FY2025 Budget

				(JPY million)		
				(Reference)		
	FY2024 (Budget)	FY2025 (Budget)	2025-2024 Difference	TSU	APN	JISE
【Revenue】						
MOEJ and other Contribution	500	500	0	179	211	
Subsidies from Local Government	132	132	0		19	
External fund for Projects	2,505	2,350	-155			6
Deposit	75	75	0			
Others	35	45	10			72
Total	3,247	3,102	-145	179	230	78
Support for office rent by Local Government	444	294	-150	25	11	
Grand Total	3,691	3,396	-295	204	241	78
【Expenditure】						
Operation Costs for Externally Funded Project	1,047	1,084	37	61	152	7
Operation Costs for Own Initiatives	116	90	-26			
Personnel Costs	1,764	1,616	-148	105	71	47
Administrative Costs	320	312	-8	13	9	24
Total	3,247	3,102	-145	179	230	78
Office rent supported by Local Government	444	294	-150	25	11	
Grand Total	3,691	3,396	-295	204	241	78
Balance	0	0		0	0	0
(Reference)						
Admin & Facilities Costs per total expenditures ⁸	9.5%	9.6%				

⁶ See footnote 5.

⁷ Deposit for Promoting Strategic Initiatives was established and approved at the Board of Directors (BOD) meeting in June 2015. The term of the Deposit will be extended until the end of ISRP9 (the end of June 2029).

⁸ See Table 4.

2.1.1. Revenues

The core fund from MOEJ has been secured for FY2025 to the amount of JPY 500 million, and support from patron local governments and others are expected to be maintained at a similar level as FY2024. The total volume of project funds raised from funding agencies and other organisations (external funds) is aimed at JPY 2.4 billion (as budget-base).

Each Unit will have specific fundraising goals at the beginning of the fiscal year under the leadership of each Unit Leader and update their status to explore new funding opportunities and raise the financial base of IGES as a whole during FY2025. IGES will also work with an external expert to deepen engagement with potential new funding institutes and explore funding opportunities. In addition, regular meetings will be held with all Unit Leaders to review the financial status of each Unit and to share and discuss opportunities for raising funds.

IGES continues to operate a secretariat to the Paris Agreement Article 6 Implementation Partnership (A6IP) Center, the IPBES-TSU-SCM (Technical support unit for the IPBES task force on scenarios and models of Biodiversity and Ecosystem Services), and IGES Centre Collaborating with UNEP on Environmental Technologies (CCET), in a stable manner. IGES will also fully operationalise the activities of the projects which have started in FY2024, such as the JAIF (Japan-ASEAN Integration Fund) project on ASEAN Climate Change Strategic Action Plan (ACCSAP), the EU-Japan Green Alliance Facility project and the UNEP project on Economic Assessment on Short-Lived Climate Pollutants, as well as MOEJ's research fund projects namely *Suishin-hi* (Environment Research and Technology Development Fund) on GHG and related atmospheric substances monitoring data and environmental policies. In addition, some new projects such as a preparation phase of a joint research project (five years) with the local government in India on climate change, biodiversity and greening, under the JICA Official Development Assistance (ODA) funds will start.

2.1.2. Expenditures

In FY2025, IGES will maximise the use of internal resources in its activities and personnel allocation, and strengthens its review process for all expenses using prior approval procedures to ensure appropriate prices through comparison of estimates and others, thereby reducing overall expenditure.

(1) Externally Funded Projects

External funded projects should incorporate research and operational activities conducted by IGES staff members as much as possible, and it should be thoroughly reviewed to obtain projects which ensure a certain FVA rate⁹ by keeping direct costs such as outsourcing costs to a minimum, through a pre-approval process (Project and Proposal Review System). Additionally, during implementation after project acquisition, direct costs such as outsourcing costs will be minimised through rigorous review at the time of procurement to ensure a certain FVA amount, ultimately achieving the FVA targets set by each Unit. It should be noted that in FY2025, IGES will revise its Regulations on Traveling Expenses to reflect current market conditions particularly in accommodation costs and a certain increase in travel expenses is expected.

(2) IGES's Own Initiatives

IGES will continue to implement not only a number of activities based on various funded projects (domestic and

⁹ Except in special circumstances such as joint implementation.

overseas) but also other activities under its own initiatives. As the first year of the ISRP9, in particular, Strategic Research Fund (SRF) will start with a smaller amount of funding.

- SRF and Strategic Publication Fund (SPF)
- Networking and partnerships with key organisations and stakeholders, and Strategic Operation Fund (SOF) to support impact generation
- Communications such as website management, management of IGES digital knowledge products, and strategic translations
- Technology Solutions (TS) for responding to online communication and activities internally and externally
- International Forum for Sustainable Asia and the Pacific (ISAP) 2025

Table 2. Breakdown of IGES Own Initiatives

Major Items	(JPY million)	
	FY2024	FY2025
Strategic Research Fund (SRF)	16	10
Strategic Publication Fund (SPF)	3	2
Strategic Operation Fund (SOF)	14	11
ISAP	12	9
Outreach	13	9
Networking	9	6
Publication Support (incl. e-Library, database, etc.)	21	20
Sustainability Science Secretariat	2	1
Technology Solutions	7	8
Other operations	7	2
Investment (capacity building, fundraising, website renovation, etc.)	12	12
Total	116	90

(3) Personnel costs

Some increase in personnel costs is expected due to contract renewal based on the performance in the previous phase as the first year of the ISRP9, and also a uniform salary increase for all full-time staff members, considering the impact of continuous price hikes on daily life. In the meantime, a considerable level of reduction will be made reflecting organisational restructuring and expected projects in ISRP9. As a result, the overall personnel costs will decrease to some extent compared to the previous fiscal year.

(4) Administration costs

IGES continues to make efforts to maintain daily administration costs, with the ratio targeted in the FY2025 budget set at around 10% out of the total budget. The new outsourcing contract for IT system renewal, maintenance and management (to begin in FY2025) is a huge increase reflecting the inflation over the past few years, resulting in an increase in overall administrative costs.

2.2. Human Resources Management

As FY2025 is the first year of ISRP9, HR management will strive to ensure the smooth transition to the new organisational structure and the stable development of the Institute, while ensuring appropriate staffing levels for each unit in accordance with its size and projects. We will also endeavour to manage human resources in a way that promotes the development of each individual's abilities with future prospects. To this end, we will focus on the following points:

- Consider measures to secure the diverse and talented human resources necessary for stable business operations, and appropriately promote the expansion and strengthening of human resources.
- Through operational improvements to the labour management system, visualise management indicators such as work engagement rates, conduct in-depth discussions on areas for improvement from a cost-effectiveness perspective, and implement improvements.
- Continue to promote and improve diversity, equity and inclusion (DE&I) and work-life balance throughout the institute with the aim of becoming an SDG-compatible organisation.
- Fully introduce the mentoring programme, which was implemented on a trial basis in ISRP8, to ensure the retention of newly appointed staff members through support, while also aiming to improve the skills of staff who serve as mentors.
- Continue to deepen our consideration of ways to clarify career plans for staff and develop their abilities, while also providing opportunities for them to gain diverse experience through continued personnel exchanges with other organisations.
- Regarding the childcare support certification (so-called *Kurumin*¹⁰) and women's participation promotion certification (so-called *L-boshi*¹¹), continue to take necessary measures to renew certification and consider ways to deepen employees' understanding of the system.

The number of full-time staff members planned for FY2025 is presented in Table 3.

Table 3. IGES Full-time Staff Members (Planned)

Categories	FY2024 (As of April 2025)		FY2025 (Plan, as of May 2025)
		Ratio of Female Staff	
Professional Staff	168	51%	161
Principal staff	29	17%	32
Senior staff	66	50%	58
Associate staff	45	67%	39
Administrative Specialist	21	81%	24
Dispatched from other organisations	7	14%	8
Assistant Staff	6	83%	6
Total: IGES Full-time Staff members	174	57%	167
Number of Administrative Staff¹ (Ratio to total full-time staff)	17.8 (10%)	63%	17.7 (11%)

Notes:

1: Number of staff members at SMO Planning and Management after reflecting the actual contribution caused by concurrent appointment, etc.

¹⁰ Certified by Labour Bureau of the Ministry of Health, Labour and Welfare in Japan to organisations that promote actions to support employees' childcare and satisfy certain standards.

¹¹ Certified by Labour Bureau of the Ministry of Health, Labour and Welfare in Japan to organisations that promote women's participation and advancement in the workplace.

2.3. Internal Management

In FY2025, IGES internal management will continue implementing the following actions in an effort to make IGES operations more international, swift and transparent to support research and operations in line with ISRP9.

- SMO-PM will continue to improve efficiency for internal administrative procedures in discussion with SMO sections and strengthen governance in consultation with in-house and external experts. SMO-PM will continue upgrading the HR system and the accounting system with new functions, and revising internal rules where necessary.
- SMO Technology Solutions Services (TS) will continue to be the centre for improvement and innovation in IGES systems, tools and communications channels. This work includes continuing to update/modernise internal systems with the goal of enhanced efficiency and equal access. It also includes continuing the ongoing maintenance of existing systems (IGES website, IGES publication database, communication tools) as well as improving operational efficiency by linking data between systems in order to enhance IGES's impact generation (Section 1). In FY2025 TS will continue to work with the Public Relations and Networking section to renew the IGES website.
- IGES Eco-Action 21 committee will continue improving the environmental footprint of IGES operation through actions such as: (1) reduction of CO2 emissions from use of airplane for overseas¹² missions; (2) procurement of renewable energy electricity; and (3) promotion of SDG activities by staff members. IGES is scheduled to undergo an interim audit for the environmental management certification (so called Eco-Action 21 programme¹³) in FY2025.
- With other sections in SMO, SMO-PM will continue coordinating discussions with IGES units and decision-making by management by hosting regular meetings such as monthly senior staff meeting (MSS), monthly operation meeting (MO), and SMO executive meeting (SMO-EX)¹⁴ as well as holding cross-unit thematic meetings not only to share information but also to assist units from goal setting (milestones) to monitoring/evaluation on impact generation, outputs and financial management.
- IGES DE&I taskforce will implement the IGES's DE&I Action Plan developed in line with its Vision Statement.

The key performance indicators (KPI) for ISRP9 are summarised in Table 4 and the results will be reported in the annual business report.

¹² IGES online overseas mission request system records CO2 emissions from airplane use.

¹³ Certified by the Ministry of the Environment, Japan.

¹⁴ SMO-EX is a weekly meeting among the IGES management and SMO Directors.

Table 4. Key Performance Indicators (KPI) for ISRP9

Category	Indicator and Target for ISRP9	Reference	
		ISRP8 Target	FY2023 Achievement
Impact	30 impact cases each year with increase number of significant impacts cases <ul style="list-style-type: none"> • 10 significant impacts (“Impact 1” or “Impact 2” level) • 10 medium impacts (“Outcome 3”) • 10 other impacts (those promised/expected to develop into the higher impact level) 	30 impact cases each year <ul style="list-style-type: none"> • 3 significant impacts • 7 medium impacts • 20 other impacts 	35 impact cases <ul style="list-style-type: none"> • 8 significant impacts • 11 medium impacts • 16 other impacts
Publications	100 academic publications each year	100 academic publications each year	116
	150 strategic publications each year	150 strategic publications each year	160
	40 academic publications with IGES lead author each year	20 publications each year	39
Public Relations and networking	12,000 people participate each year in the events ¹ that IGES organises, including the International Forum for Sustainable Asia and the Pacific (ISAP)	(No target was set)	Approx. 10, 000
Planning and Management	Maintain core fund contribution from the Ministry of the Environment and subsidies from supporting local governments during ISRP9.	Around JPY 635 million	JPY 632 million
	JPY 2,500 million of external funds during ISRP9	USD 22-27 million each year	JPY 1,976 million each year
	9% of general administrative cost in the total expenditure ² each year	9%	8.1%
	30% of management positions (Principal staff) by female staff by FY2027*	30% of total management positions	22.5% of total management positions
	50% of paternity leave taken by FY2027*	(No target was set)	50%
	80% of annual leave taken by staff by FY2027*	80%	58%
	Reduction of CO2 emissions from air travel for overseas mission by various and available measures during ISRP9	(No target was set)	Approx.312.2 [tCO2e] ³ in CY2024

Note:

1. Those organised or co-organised by IGES as the lead organisation and offered in a variety of forms (in-person, online, video recordings., etc.) to showcase IGES activities and impact.
2. Excluding administrative costs for APN, JISE and IPCC-TFI-TSU
3. Excluding BRC due to lack of data

*: FY2028 targets to be proposed later

APPENDIX

A1. Plans by 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 major objectives:

- To develop and refine internationally agreed methodologies for the calculation and reporting of national GHG emissions and removals;
- To make assessments of existing methodologies for the estimation of greenhouse gas emissions and removals; and
- To encourage the widespread use of this methodology by countries participating in the IPCC and by signatories of the UNFCCC/Paris Agreement.

The activities planned for FY2025 are explained in (1) to (4) below.

(1) Production of IPCC Methodology Reports

The TFI was tasked by the IPCC Panel at its 61st Panel meeting in Sofia, Bulgaria in August 2024 to produce a new Methodology Report on the estimation of emissions of Short-lived Climate Forcers (SLCFs), to be completed by 2027. The Methodology Report will be designed to assist compilers of national greenhouse gas inventories as well as supporting improved emissions data for use in climate modelling. The Report is being prepared by invited authors who conduct their work over four 'Lead Author' Meetings convened by the TFI Co-Chairs. The Second Lead Author Meeting will be held in Istanbul from 7-9 October 2025 while the Third Lead Author Meeting will be held in early 2026.

A Second Methodology Report is under consideration by the IPCC Panel to develop estimation methods to support reporting by governments that deploy technologies to remove, capture, store or reuse carbon dioxide. These activities have been identified by the IPCC 6th Assessment Report as being critical to stay on a pathway to keep the temperature of the planet's atmosphere stabilised around 1.5C above pre-industrial levels. The work of the TFI will support the deployment of these technologies by providing a framework against which governments may confidently report on the mitigation results of these activities. A decision to launch the preparation of this Report will be considered for the next Panel meeting in late 2025.

(2) Assessment of IPCC Methodologies

a. Management of IPCC Emission Factor Database (EFDB)

In FY2025, the TSU will implement the recommendations of the EFDB Management Review Group to reform the EFDB to re-orient its objectives towards the collection of data to support assessments of the IPCC Guidelines and IPCC estimation methodologies; to make the EFDB more cost-effective; and to invest in new IT infrastructure. New relationships will be built with potential data suppliers with the aim of compiling evidence to assess the quality of existing IPCC emission factors and, if necessary, to support a case for Guidelines review (<https://www.ipcc-nggip.iges.or.jp/EFDB/main.php>).

b. Expert Meeting on use of atmospheric measurements

Planning is underway for the convening by the TFI of an IPCC Expert Meeting to consider the use of atmospheric measurement techniques and data in national greenhouse gas inventories as part of efforts to undertake assessments of the IPCC emissions estimation methodologies.

(3) Dissemination of IPCC Methodologies

The TFI will implement a new TFI Communications Strategy in FY2025 with the aim of encouraging the widespread use of the IPCC Guidelines.

a. Maintenance and Improvement of IPCC Inventory Software

The IPCC Inventory Software Update was launched successfully in mid-2024 to support the use of the IPCC Guidelines, in particular, by developing national governments reporting under the Paris Agreement for the first time. Around two-thirds of developing countries that submitted BTR (Biennial Transparency Report) reports used the IPCC Inventory Software in some capacity and half of developing countries that submitted reporting tables used the Software's interoperability function that links the IPCC software with the UNFCCC Reporting tool. In FY2025, more work will be done to encourage the further uptake of the IPCC Inventory Software by developing countries and, now that the IPCC Inventory Software has become central to the reporting systems of many developing countries, more attention will be given to the maintenance of the Software and support for Software users.

The latest version of the IPCC Inventory Software can be downloaded from the TFI website (<https://www.ipcc-nggip.iges.or.jp/software/index.html>).

b. IPCC TFI Communication tools

In FY2025, the TSU will undertake a renovation of the TFI Website to prepare a better digital home for TFI guidance and tools — focused on usability, accessibility, and global reach. The IPCC Guidelines Consolidation project will bring existing guidance into a single document: streamlining content structure and making it easier for users to find what they need. User Community Development work will design a sustainable support space to connect users, answer questions, and share solutions.

c. Global Events & Workshops

The TFI TSU will continue to support the IPCC TFI Co-chairs and share IPCC TFI guidance at UNFCCC, WGIA (Workshop on Greenhouse Gas Inventories in Asia), and regional events — making TFI products known and understood where they matter most--- and featuring technical demonstrations of the IPCC Inventory Software.

(4) Collaboration with Other Organisations

In FY2025, the TSU will continue cooperation with other organisations on inventory-related matters: in particular, the UNFCCC secretariat, the National Institute for Environmental Studies (NIES), the Global Forest Observations Initiative (GFOI), and the Food and Agriculture Organization of the United Nations (FAO) etc. through participation of its staff members as resource persons and provision of inventory-related supporting materials developed by the IPCC TFI. The TSU will seek opportunities to also collaborate with other projects in IGES, where appropriate, on matters relating to estimation of anthropogenic GHG emissions and removals.

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

The Asia-Pacific Network for Global Change Research (APN) is an intergovernmental network that promotes collaborative research and scientific capacity development in developing countries in areas including climate change, biodiversity and ecosystems, 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 FY2025, APN is planning to conduct the following activities based on its Fifth Strategic Plan (2020-2026), which was developed in February 2021 and extended by two years in June 2022 due to the impact of the COVID-19 pandemic

(1) Collaborative Regional Research Programme (CRRP) Open Call

As a cornerstone of its science agenda, APN fosters collaborative research through its Competitive Collaborative Regional Research Programme (CRRP) to deepen understanding of global change and its implications in the Asia-Pacific region. The CRRP supports policy-relevant, solution-oriented research that addresses the physical, biological and human dimensions of global change, and contributes to the development of a sustainable society through sound scientific evidence. Projects supported under the CRRP engage at least three APN members or approved countries and are prioritised based on their co-design with stakeholders, relevance to policymaking, and alignment with APN's six thematic areas. Activities of interest include research that addresses critical gaps, synthesis and assessment of global change impacts; the development of pathways and strategies for sustainability and adaptation; and place-based integrative studies, particularly from developing countries. CRRP also encourages contributions to global science-policy frameworks such as the UNFCCC Paris Agreement, IPCC, IPBES, Sustainable Development Goals (SDGs), Sendai Framework for Disaster Risk Reduction, and the UN Decade of Ocean Science for Sustainable Development (2021–2030). The engagement of new activities under the CRRP programme will be conducted through the FY2024 Call for Proposals, with selected projects expected to commence in FY2025 from 1 October 2025. Additionally, a call for proposals for FY2025 will be launched in November 2025 following priority topic selection by APN members.

(2) Scientific Capacity Development Programme (CAPaBLE) Open Call

In addition to supporting scientific capacity development under its research agenda, APN also has a focused Scientific Capacity Development Agenda under its Scientific Capacity Development Programme (CAPaBLE). The aim of CAPaBLE is to enhance the capacities of scientists, policymakers and other relevant stakeholders in Asia and the Pacific to identify and assess global change issues at local, national and regional levels and further identify appropriate solutions to resolve these issues and achieve sustainability. Through CAPaBLE, we support activities that enhance capacity at individual, organisational and systemic levels, such as implementing training and workshops to facilitate cooperation and the sharing of information amongst the global change community. The engagement of new activities and projects under the CAPaBLE programme will be conducted through the FY2024 Call for Proposals, with new projects expected to commence in FY2025 from 1 October 2025. Additionally, a call for proposals for FY2025 will be launched in November 2025 following priority topic selection by APN members.

(3) International Forums and Workshops, etc.

a. Proposal Development Training Workshop (PDTW)

To enhance the capacity of Early Career Professionals in member countries to develop proposals and compete effectively in the Call for Proposals, APN organises Proposal Development Training Workshops (PDTW) every year. At the end of FY2024, the PDTW will be held in person for the Temperate East Asia region in the Republic of Korea from 2-6 June 2025. In FY2025, the PDTW will be held in person for the Southeast Asia region in Malaysia in April 2026.

b. Joint activities with Hyogo Prefecture

In collaboration with Hyogo Prefectural Government, which hosts the Secretariat and provides continuous support, APN will organise and support international forums to raise public awareness of environmental issues. The first forum, titled the “Satoyama International Forum,” will be held on 28 September 2025 at the Hyogo Prefectural Hyogo-no-Tsu Museum in Kobe City, as a related event to Expo 2025 Osaka, Kansai. The second forum will take place in January, in collaboration with the Tamba District Administration Office, and will focus on the theme of biodiversity.

c. Co-host the 9th Asia-Pacific Climate Change Adaptation Forum (9th APAN Forum)

The 9th APAN Forum will take place from 29 September to 3 October 2025 at the United Nations Conference Centre (UNCC) in Bangkok, Thailand. The UN Economic and Social Commission for Asia and the Pacific (UNESCAP), the Asian Development Bank (ADB), and APN will co-host the Forum with support from the APAN Secretariat, Regional Office for Asia and the Pacific of the United Nations Environment Programme (UNEP).

(4) Strategic Development

APN plans to continue strengthening its network in FY2025 by developing business portfolios for its four subregions as well as discussing and undertaking joint activities with institutions with which APN has established MOUs (Memorandum of Understanding), not least of which are Asian Institute of Technology (AIT), University of the South Pacific (USP) and North Pacific Marine Science Organization (PICES). APN is also working towards developing its 6th Strategic Plan (2026-2030), taking into consideration an evaluation of its 5th Strategic Phase and the work of a Task Force to strengthen APN’s operational financial sustainability.

(5) Stakeholder Engagement

APN will participate in UNFCCC Nairobi Work Programme (NWP), Subsidiary Body for Scientific and Technological Advice (SBSTA) and COP meetings, as well as the activities of AIT, APAN, AP-PLAT, Future Earth Asia, Institute for Natural Resources and Environmental Management (INREM), IPBES, IPCC, PICES, USP, World Climate Research Programme (WCRP) and other regional and international partners.

(6) Others

a. Steering Committee Meeting and Other Meetings

APN will convene meetings of the Steering Committee, the Intergovernmental Meeting, the Scientific Planning Group, the Scientific Planning Group Sub-Committee and the Capacity Development Committee in FY2025.

b. Subregional Committee Activities

APN will conduct necessary activities in Temperate East Asia, Southeast Asia, South Asia and the Pacific to discuss common challenges and research needs at the subregional level that address policy needs of member countries. In FY2025, an in-person PDTW and Subregional Committee meeting for Southeast Asia will be scheduled.

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

Towards the restoration of ecosystems and realisation of a sustainable society, the Japanese Center for International Studies in Ecology (JISE) will conduct practical research works, ranging from the conservation and restoration of local ecosystems, to the revitalisation and creation of the global environment and provide training related to ecology and nature restoration, as well as collect and provide information on the natural environment. JISE promotes further collaboration in research activities with Biodiversity and Forests Area of IGES and others.

In FY2025, the following projects will be carried out.

(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 so as to contribute to achieving the 30by30 target. Specifically, JISE will promote practical projects on growth studies and restoration of tropical forests and Satoyama forests in Malaysia, Lao PDR, Taiwan and other countries. JISE will also proceed with related international research related to environmental education.

For domestic research, focusing on environmental protection forests planted from the 1970s using the Miyawaki-method, JISE will proceed to evaluate their structure and functions for disasters prevention. JISE works with local governments, private companies, NPOs, citizens, universities and others to promote community reforestation, natural regeneration, monitoring of regenerated forests, and adaptive management at the Natural Symbiosis Sites¹⁵ (OECM¹⁶ sites) and other with Nature Positivity in mind. Research is also conducted on biodiversity evaluation and environmental education for rural Satoyama. JISE continues to study vegetation in various areas to determine potential natural vegetation as a basis for reforestation. In addition, JISE supports the preservation of biodiversity in Kanagawa Prefecture and contributes to the Prefecture's initiatives in the field.

(2) Capacity Building

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

(3) Interaction

JISE will hold 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 will post its activities such as research projects, and capacity building and exchange projects on its website or in the IGES-JISE Newsletter (three times a year). JISE also publishes a bulletin "Eco-Habitat: JISE research" 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 will publish research reports prepared by researchers in a timely manner.

¹⁵ Areas where biodiversity is being conserved through private sector efforts, etc. The Ministry of the Environment launched a system to certify those sites as "Nature Symbiosis Sites" in FY2023.

¹⁶ Other effective area-based conservation measures. The areas certified as "nature symbiosis sites," excluding those designated as protected areas, will be registered in the international database as OECMs.