

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

Year 4

FY2020 Business Plan and Budget

May 2020

Institute for Global Environmental Strategies

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

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

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

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

- **Three Issue Areas:** Climate and Energy (CE), Natural Resources and Ecosystem Services (NRE), and Sustainable Consumption and Production (SCP)
- **Two Functional Centres:** Centre for Strategic and Quantitative Analysis (QAC), and Centre for Sustainability Governance (SGC)
- **Three Taskforces:** City (CTY), Finance (FIN), and Business (BIZ)
- **Five Satellite Offices:** Kansai Research Centre (KRC), Kitakyushu Urban Centre (KUC), Regional Centre in Bangkok (BRC), Beijing Office (BJG), and Tokyo Sustainability Forum (TSF)

At the same time, IGES has renewed its operation and management mode that enables more efficient and effective support for the implementation of the programme. From 1 July 2017, the former Secretariat and the Programme Management Office were merged to create a Strategic Management Office (SMO) not only to provide institute-wide planning and management functions but also to shape and lead strategic research and policy analysis, development of business opportunities and effective communications through strategic engagement with stakeholders. SMO consists of three sections:

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

The MLS states the aspirational goal of IGES as becoming one of the top 10 institutes in the world within 10 years as a leading agent of change by developing new models to generate value added knowledge through co-design, co-production and co-dissemination processes. The position of IGES in the University of Pennsylvania think tank ranking has remained quite stable, at number 40 globally among environment-related think tanks.¹ IGES will continue its efforts in achieving goals in FY2020, the final year of the ISRP7.

2. Countermeasures to COVID-19 at IGES

In the wake of spread of new coronavirus (COVID-19) in Japan and overseas, IGES has been promptly responding to and coping with the situation in accordance with the step-by step guidance issued by central and local governments and the Guiding Principles for State of Emergency regarding COVID-19 issued by IGES President to ensure health of all IGES personnel and their families and to maintain IGES work and operations through teleworking, online meetings, and other means. Further necessary countermeasures and adjustments, as well as a resumption of operations to a fuller scale at an appropriate timing will be made during the implementation of FY2020 Business Plan in accordance with the guidance from the central and local governments, as well as rescheduled timelines for environmental policy processes in Japan and overseas in close communications with counterparts. Overall resource plan as of April 2020 are presented in Section 4.

3. Overall key targets

3.1. Intended impacts

Since the ISRP7 started in FY2017, IGES set a target to achieve 25 impact cases per year and reported 25 cases in FY2017, 36 cases in FY2018, and 35 cases in FY2019 (as of 24 April).

One challenge has been limited cross-unit collaboration on similar projects. By nature, such cross-unit collaboration has great potential to generate new knowledge and then form larger impacts. Based on this feedback, SMO took the lead to convene periodic cross-unit meetings regarding climate change and SDGs (every first Monday of the month for climate change and every third Monday for the SDGs) to share relevant information and create opportunities for cross-unit collaboration.

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

Regarding climate change, SMO recognises that processes from the United Nations (UN) Climate Action Summit (in September 2019 in New York) to the 25th Conference of the Parties (COP25) to the United Nations Framework Convention on Climate Change (UNFCCC) (in December 2019 in Madrid) are important opportunities for cross-unit collaboration. Given this perspective, SMO has tried to take an integrated approach in coordinating each unit's activities, such as releasing IGES research-based policy recommendations, providing expertise as a member of the government's negotiation team, and engagements with such stakeholders as businesses and local governments. Further, SMO made plans to provide information in multiple forms to a wide range of stakeholders, leading or supporting a series of activities such as creating special pages for the website, holding media briefings, releasing briefing notes and op-eds, promoting relevant research outputs (publications), reporting during the UN Climate Action Summit and COP25 on social media outlets, and organising two COP seminars after COP25. On top of this, in time for the COP25 debriefing seminar, two handbooks on *The Intergovernmental Panel on Climate Change (IPCC) Special Report on Climate Change and Land* (IPCC SRCCL) and *The IPCC Special Report on the Ocean and Cryosphere in a Changing Climate* (IPCC SROCC), respectively, were created (both in Japanese only). In this way, SMO led the creation of timely publications that meet the needs of various stakeholder.

Regarding SDGs, SMO-KC was able to strengthen cross-unit collaboration through supporting activities such as collating key messages in time for the High-Level Political Forum (HLPF) in July 2019, showcasing IGES achievements at the HLPF during the International Forum for Sustainable Asia and the Pacific (ISAP2019), and releasing key messages for the 7th Asia-Pacific Forum on Sustainable Development (APFSD7) planned in March 2020 (postponed until May). SMO will continue and strengthen its efforts in taking such initiatives in FY2020.

After the creation of the *IPCC Special Report on Global Warming of 1.5 °C Handbook: Background and Future Outlook* in October 2018 and its launch at the IGES COP24 debriefing seminar, the Handbook continued to be downloaded throughout FY2019. Understanding the potential of disseminating information for stakeholders in Japan through this handbook, SMO released the *IPCC SRCCL Handbook: Background and Future Outlook* and the *IPCC SROCC Handbook: Background and Future Outlook*. In addition, SMO also supported to release the Japanese versions of highly influential and important international reports, including the executive summary of the UN Environment (UNEP)'s *Emissions Gap Report 2019* and the International Renewable Energy Agency (IRENA)'s publication *Transforming the Energy System: And Holding the Line on Rising Global Temperatures*, together with IGES' research results (outputs).

In FY2019, SMO-KC received 20 Strategic Operation Fund (SOF) proposals (as of March 2020, a total budget of approx. JPY 7 million). With an aim to promote IGES' impact generation, the SOF was used for urgent and important actions that had no budget or that newly emerged in the middle of the

year. For example, the SOF was used effectively to promote IGES participation in important policy processes and networks, such as HLPF and COP25. It was also used to convene a side meeting for the Coordinating Lead Authors (CLA) for Chapter 10 of the Working Group II report for the IPCC 6th Assessment Report (AR6). Note that, while there were 39 SOF proposals as of March 2019 in FY2018 (with a total budget of approx. JPY 15 million), the decrease in proposals in FY2019 is thought to be due to the postponement or cancellation of planned business trips and meetings to prevent the spread of COVID-19.

Outreach improved both in quality and quantity. For example, the IGES e-newsletter, which had been irregularly issued, has been issued on a regular monthly basis since the beginning of 2018, and the number of issues was doubled. Due to efforts to support and encourage each Unit, information on the website is being more frequently updated. The number of website page views (PV) has shown an increasing trend since FY2016. Compared to the monthly average of 68,039 PV in FY2018, the monthly average in FY2019 is still on track to exceed that average with 73,216 PV (as of the end of March FY2019) (Figure 1). In August 2019, the website was fully renovated, creating more landing pages for each type of information and improving the search functionality within pages.

Moreover, the number of publication downloads in FY2019 increased considerably. While there was an increase in the number of visits via search engines, there was also a decrease in the exit rate, showing that the desired page can be found more easily. The increase in the number of organic visits² is thought to be due to external contributing factors such as the presence of activist Greta Thunberg and the appointment of Shinjiro Koizumi as Environment Minister of Japan, as well as IGES activities, including information dissemination (through the e-Newsletter, social media, IGES-organised seminars, etc.) and media exposure. The number of publication downloads dipped in FY2017, but recovered in FY2018 and has been increasing dramatically in FY2019. A significant portion of the download numbers can be attributed to automated and/or illegitimate traffic despite our best efforts, but also above reasons certainly contributed to this increase (Figure 2).

Various media-related initiatives that had started in FY2018 such as holding media briefings, actively developing and acquiring writing opportunities for external media, utilising press release distribution services for international dissemination, were continued. As a result, SMO-KC has achieved a similar number of exposures in FY2019 to FY2018. Moreover, in FY2019, IGES experts appeared on or otherwise provided expertise for many television and radio programmes. Notably, many research units collaborated in the creation of the Japan Broadcasting Corporation (NHK) BS1 Special programme “The Climate Crisis ~ Warnings from the IPCC Special Reports” (broadcasted in January 2020), becoming a major information source for the programme. For this TV programme, IGES was acknowledged alongside the IPCC at the top of the end credits. Communication through social media

² Organic visits: Visits to a website coming from a search engine’s organic results and not paid advertisements.

outlets has continued, and, as of the end of March 2020, IGES Japanese and English Twitter accounts have 1,644 followers and 923 followers, respectively. In addition, the IGES Facebook page has 350 likes (as of end of March 2020) (Table 3).

In FY2020, SMO-KC plans to take a lead in the following actions:

1. Stay involved in key processes such as HLPF (July 2020), UN General Assembly and the UN Nature Summit (September 2020), Convention on Biological Diversity (CBD)-COP15 (October 2020), UNFCCC-COP26, and UN Environment Assembly (UNEA) (March 2021). It is important for IGES to strengthen its systematic and strategic approach to these opportunities and best utilise them for effective impact generation. SMO-KC will lead and coordinate actions in close collaboration with relevant Units through strategic planning for inputs, actions, outputs, outcomes and expected impacts.
 - With regards to inputs and actions, timely delivery of relevant IGES research products (IGES research outputs) at these key processes is considered as vital. This has been achieved to a certain extent over the past years, but it could be further strengthened by carrying out advanced planning and strategising implementation.
 - Analysing the outputs/outcomes of these key processes and delivering IGES views to potential audiences in a timely manner is also important. In FY2019, an event calendar showing important international processes and conferences was created, and briefing notes were created in collaboration with relevant Units and published in a timely manner on the IGES website. SMO aims to further strengthen and regularise such practices.
 - Important opportunities are not limited to international processes and conferences, but extend to globally important and influential key documents on the environment as mentioned above. Providing timely analytical views on these reports, for example in the format of a handbook or briefing note, will be further strengthened. In line with these activities, timely delivery of Japanese translation of selected materials, such as the summary for policymakers of selected reports, will continue to be implemented.
 - SMO-KC intends to strengthen synergy for impact generation, not only through enhancing the cross-unit collaboration, but also through networking and collaboration with its partner organisations.
2. In addition, flagship IGES conferences, symposia and seminars such as ISAP2020 (August 2020) and COP26 Seminar (November 2020) will be strategically designed as important stepping stones for IGES (preparatory meetings, debriefing or outreach opportunities) in regional and global processes. Moreover, during the latter half of FY2019, to prevent the spread of COVID-19, many planned business trips and meetings were postponed or cancelled. In the future, instead of inviting experts from overseas, there may possibly be more virtual opportunities such as requesting for online lectures and organising virtual meetings. As such, SMO aims to build a system to accommodate such requests.
3. Note that, SOF, which has been executed on a rather ad-hoc basis in the past, will be better utilised with two proposed complementary categories: (i) selected international processes and conferences as target opportunities for impact generation and (ii) ad-hoc application for emerging

opportunities. A call for applications for the category (i) will be made around the beginning of each fiscal year, so that SMO and relevant Units can better plan and effectively utilise SOF. It will also be possible to monitor the progress of planned activities, coupled with other management tools, and evaluate whether the investment by SOF resulted in actual impact generation. The conventional category (ii) is considered important and will be maintained so that any emerging opportunities can be accommodated in a timely and flexible manner. Applications for category (ii) will be accepted and reviewed around the year.

4. SMO continues to further improve the means of communications and outreach by using appropriate indicators for communications, depending on the targets to be delivered.

Table 1: Key Targets for Impact Generation for FY2020

Indicator	FY2020 target	Change from FY2019
Cases of high level of influence	25	No change
IGES publication downloads	250,000 in total	No change
IGES website viewership	730,000	No change
Media coverage (newspapers, magazines, TV/radio broadcasts, web-media)	250 in total	No change

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

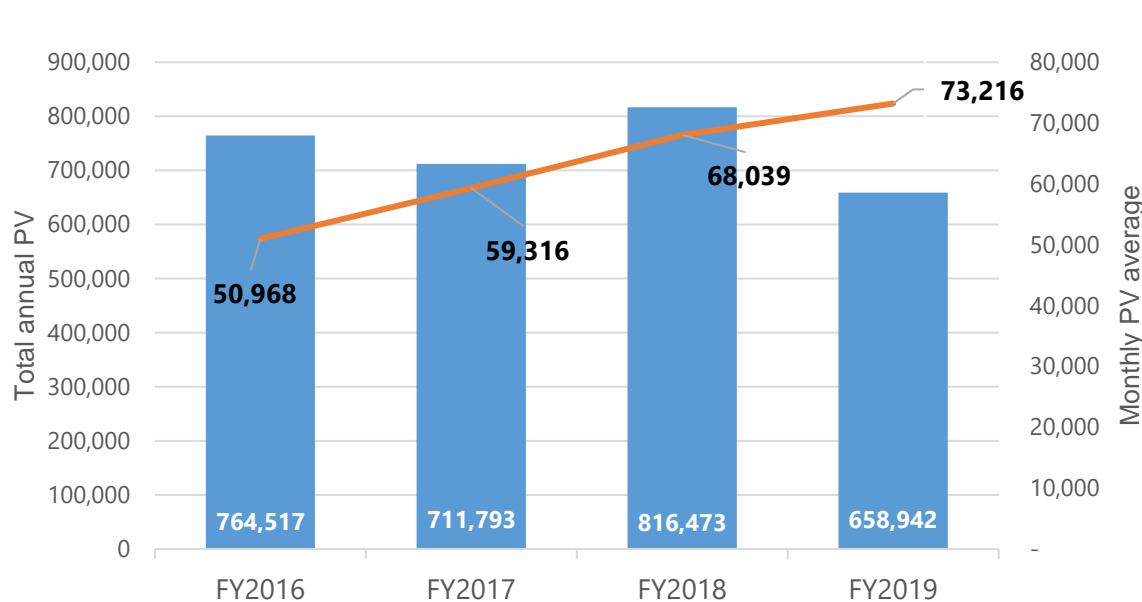


Figure 1: IGES Website Page Views (FY2016-2019)

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

FY2019 figures cover 9 months (July 2019- March 2020)

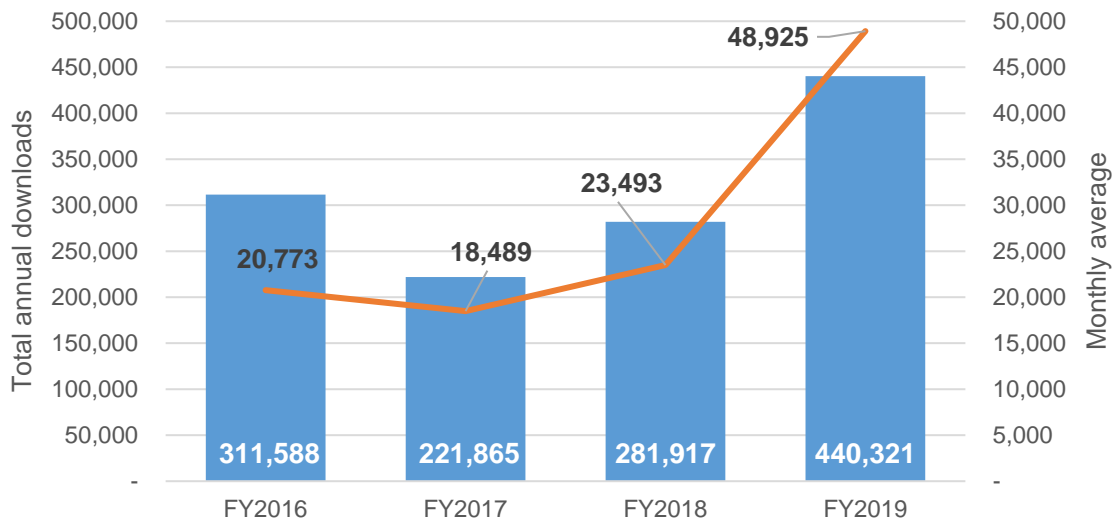


Figure 2: Downloads of IGES Publications (FY2016-FY2019)
 The counting methodology was changed mid-2016 to ensure more accurate figures.
 FY2016 figures cover 15 months (April 2016 - June 2017)
 FY2019 figures cover 9 months (July 2019 - March 2020)

Table 2: Total Number of Media Coverage (FY2016-FY2019)

Language	FY2016	FY2017	FY2018	FY2019
Japanese	240	223	367	281
Other languages	45	34	87	56
Total	285	257	454	337
(Monthly average)	19	21.4	37.8	37.4

IGES FY2016 was reported for April 2016-June 2017 (15 months).
 FY2019 figures cover 9 months (July 2019 - March 2020)

Table 3: Key Numbers of Social Media Activities (FY2018-FY2019)

Twitter

Followers	FY2018	FY2019
Japanese Account	931	1,644
English Account	611	923

Facebook

Page Likes	FY2018	FY2019
	262	350

FY2019 figures cover 9 months (July 2019 - March 2020)

3.2. Outputs

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

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

Contributions to global and regional assessments will continue. IGES is a member of UNEP’s “Future of Global Environment Outlook (GEO)” Steering Committee which will consider possible options for the next GEO. IGES will contribute to the IPCC AR6 (one chapter scientist and several contributing authors) as well as two assessments conducted by the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), the thematic assessment of the sustainable use of wild species and the scoping report for the upcoming nexus assessment.

The Strategic Research Fund (SRF) will continue to support the production of priority outputs and flagship reports, as well as bottom-up proposals from researchers. This year, SRF is expected to support one or two open access book projects. SRF projects are encouraged to make more focused contributions to important policy processes, particularly those which are not well-supported by commissioned work or other funds.

Table 4: Outputs Targets for FY2020

Indicator		FY2020 Target	Change from FY2019
Priority outputs	Flagship/priority outputs focusing on climate and SDGs	2	No change
	Timely output on climate	1	No change
	Timely output on SDGs	1	No change
Written policy and research outputs		100	No change
Peer reviewed journal articles		30	No change
Contribution to global/regional assessments		2*	No change

*: Number of assessments that IGES will contribute to.

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

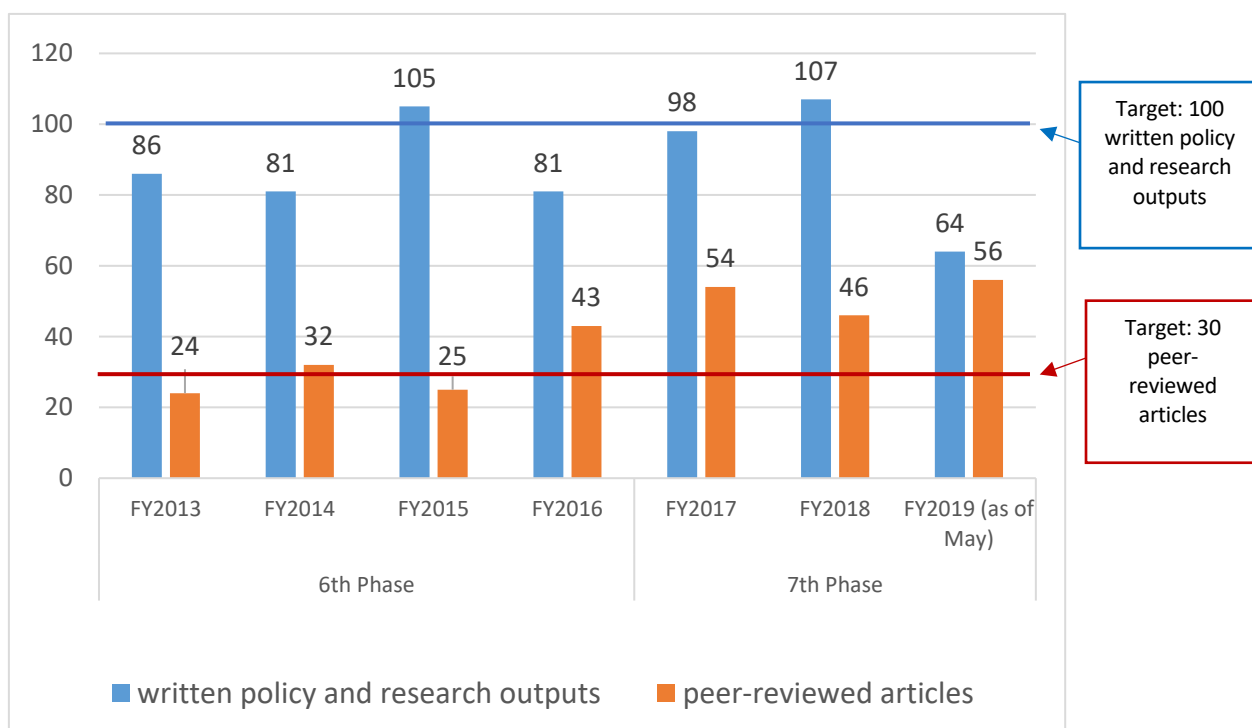


Figure 3: Written Policy and Research Outputs Compared to 7th Phase Targets (as of May 2020)

Table 5: IGES in Ranking (FY2013-FY2019)

	2013	2014	2015	2016	2017	2018	2019
GLOBAL GO TO THINK TANK by University of Pennsylvania (category: environment policy) (Published in January of the same fiscal year)	48	38	38	38	40	40	39

3.3. Management

In FY2017-2019, continued efforts were made in improving institute-wide management with special emphases on building a sounder financial base, improving operational efficiency and increasing transparent corporate governance, as well as building human resources (HR) capacity and improving the working environment at IGES. In FY2020, SMO-PM will continue to make improvements in these three areas for IGES operations as outlined below, especially responding to the impacts on business and work environment from the COVID-19 pandemic.

(1) A sound financial base

- Introduce an online IGES Proposal and Project Review System (PPRS) consisting of a review and approval for fundraising proposals, a database of past proposals, and a database of IGES projects. PPRS will support efficient fundraising and project information management while streamlining proposal approvals from paper-based to online procedures.
- Continue to set the target for project financial value-added (project FVA³) for externally-funded projects and manage funded working days (Unit-level) to secure a sound financial base for IGES activities.

(2) Operational efficiency and transparent corporate governance

- Strengthen implementation of IGES regulations (personal information, information security, etc.) and procurement procedures.
- Continue improving efficiency in internal administrative procedures. By introducing the aforementioned PPRS, an improvement in the efficiency⁴ of the proposal approval process and functionality (ability to track approval status, receive feedback, etc.) is expected. Develop a mid-term office operation improvement plan for ISRP8. Existing operation flows especially related to administrative works (accounting, HR, annual planning/milestone setting & evaluation) will be reviewed as part of ISRP8 preparation.
- Maintain IT system (including teleworking) and continue improving environmental footprint of IGES offices, including maintaining the environmental management certification (so called Eco-Action 21⁵) through actions such as the promotion of online and paperless meetings, and reduction of overseas travels where possible by providing online meeting systems. Office space remodeling necessary for ISRP8 at headquarters will be carried out as needed.

(3) Human resource capacity development and working environment

- Expand telework to all staff members by introducing Guidelines based on experiences in FY2019.
- Promote IGES's diversity, inclusion and work-life balance issues in the context of SDGs in collaboration with other unit members by identifying issues/challenges and possible measures for improvement.
- Maintain childcare support certification (so called Kurumin⁶) and women's participation promotion certification (so called L-boshi⁷) which were granted in FY2019 by further improving /introducing necessary measures.
- Explore capacity development opportunities for staff members including training opportunities at other organisations.
- Continue to monitor and keep overtime hours low by improving administrative procedures and allocating appropriate volume of human resources for required operations.

³ See [Notes to indicators] #3 in the Table 6.

⁴ The effect in efficiency will be realised later. The same two metrics used in FY2017-2019 (reduction of mission approval process time and reduction of approval documents) will be used for monitoring the efficiency.

⁵ Certified by the Ministry of the Environment, Japan

⁶ Certified by Labor Bureau of the Ministry of Health, Labor and Welfare in Japan to the organisations that promote actions to support employees' childcare and satisfy certain standards

⁷ Certified by Labor Bureau of the Ministry of Health, Labor and Welfare in Japan to the organisations that promote women's participation and advancement in the workplace

(4) Finalisation of ISRP8

- Finalise the ISRP8 documents and make necessary preparation for implementation.

Table 6 presents key management-related targets proposed for FY2020 to meet the targets set for the 7th Phase. Detailed plans for those targets that are related to the FY2020 annual budget (items 1- 6 in Table 6) are presented in the following section.

Table 6: Management-related Targets for FY2020

	Indicator	FY2020 target	(Reference) FY2019 target	(Reference) FY2020 (end of phase) target
1	Contribution from the Ministry of the Environment, Japan (MOEJ) ('IGES core fund')	JPY 500 million	JPY 500 million	JPY 500 million
2	Volume of external funds [Contract amount]	JPY2.2 billion	JPY 2.4 billion	over JPY2 billion
3	Ratio of project FVA in the external funds in total	52%	49%	49%
4	Ratio of international external funds in the external funds	Over 25%	Over 25%	over 25%
5	Ratio of general administrative cost in the total expenditure	13%	13%	12%
6	Ratio of administrative staff in total staff	16%	17%	15%
7	Reduction of overtime [% , in comparison with FY2016]	53% (time-based)	45% (time-based)	60% (time-based)
8	Improvement in the efficiency of IGES internal decision making [% , in comparison with FY2016]	Over 50% and 45% for the same two metrics	Over 50% and 45% for the same two metrics	80%

[Notes to indicators]

2: Exchange rate of April 2019 or 2020

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

4: Exchange rate of April 2019 or 2020

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

6: Administrative staff members correspond to the staff in the Planning and Management section of the SMO and those who are engaged in administrative work in satellite offices. IGES Fellows and temporary staff are excluded.

7: Overtime by staff members who are not under the discretionary labour system applied. To monitor both productivity and work-life balance more appropriately at the individual level, overtime work hours per staff member have been monitored since FY2019.

8: Intend to achieve through various measures (simplifying the approval process itself, introducing online application procedures, and improving document retrievability). Results of FY2017 were 49% (reduction of mission approval process time) and 23% (reduction of approval documents), and reported as approximately 40%. Results of FY2018 from the same metrics were 49% and 27%, and FY2019 (as of March 2020) were 55% and 35%, respectively.

4. Overall Resource Plan

4.1. Budget overview

In FY2020, the scale of IGES operations will be slightly contracted compared to the budget in FY2019 in terms of the total volume of revenue from externally-funded projects. Taking into account the uncertainties related to COVID-19, a fiscal balance will be made by improving the project FVA ratios of externally-funded projects and raising funds where possible, as well as conducting continued cost-saving measures during implementation. The FY2020 budget continues to include an investment plan using the Deposit for Promoting Strategic Initiatives⁸ (referred to as Investment hereafter) under IGES own initiatives to respond to additional needs in publications and for preparation of ISRP8. An overview of the FY2020 annual plan budget is presented in Table 7.

Table 7: Overview of FY2020 Budget

FY2020 Budget

	FY2017 (Budget)	FY2018 (Budget)	FY2019 (Budget)	FY2020 (Budget)	FY2020- FY2019 (Difference)
(JPY million)					
Revenue					
MOEJ Contribution	500	500	500	500	0
Deposits for Promoting Strategic Initiatives	30	75	75	75	0
External Funds (project based) (a)	2,156	2,322	2,416	2,266	-150
Subsidies from Local Gov.	350	349	349	349	0
Others	36	36	37	35	-2
Total Revenue	3,072	3,282	3,377	3,225	-152
Expenditure					
Operating costs for externally funded projects (b)	1,138	1,219	1,219	1,077	-142
Operating costs for IGES own initiatives	130	155	155	145	-10
Personnel costs	1,225	1,342	1,417	1,417	0
Administrative costs	579	566	586	586	0
Total Expenditure	3,072	3,282	3,377	3,225	-152
Balance	0	0	0	0	0
Project Financial Value-Added: (FVA) (a)-(b)	1,018	1,103	1,197	1,189	
Project FVA Ratio: ((a)-(b))/(a)	47%	48%	49%	52%	3% point

4.2. Fundraising (Revenues)

The core fund from the Ministry of the Environment, Japan (MOEJ) has been secured for FY2020⁹ to the amount of JPY500 million, and subsidies from patron local governments and others are expected to be maintained at a similar level as FY2019. The total volume of project funds raised from funding

⁸ *Deposit for Promoting Strategic Initiatives* was established and approved at the Board of Directors (BOD) meeting in June 2015. Note that the deposit is set along with the accounting law that regulates Public-interest Incorporated Foundations and the use of deposit is treated as expense with matching past revenues already recorded in the previous fiscal years.

⁹ For the period of April 2020- March 2021

agencies and other organisations (external funds) is aimed at JPY2.2 billion (as budget-base), maintained at slightly less compared to FY2019 budget. The ratio of overseas funds in the total revenue in FY2020 is set at over 25%. Breakdown of external funds and their trend in the past is presented in Figure 4.

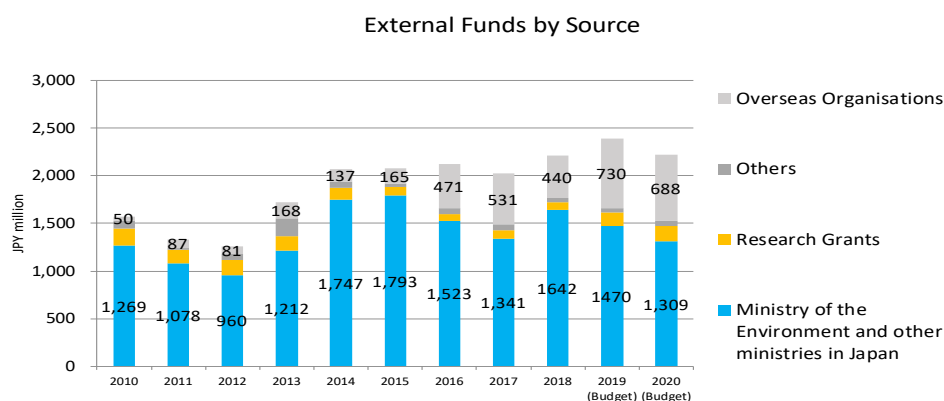


Figure 4: External Funds by Source

IGES raises the overall average ratio of project FVA to 52% (proposed budget-based, 3% point up) by securing the projects with a certain amount of project FVAs with efforts to incorporate a certain part of research and operation work by IGES staff members, minimising outsourcing and other direct expenses (especially reduction in travel and face-to-face meeting costs and delivery with effective alternative means such as online meetings, etc.). For this purpose, SMO continues utilising the Project Monitoring Sheet for each project to improve FVAs and quality of the proposals at the time of budget proposal in close consultation with senior management. SMO also keeps record of the FVA results after cost-saving measures taken during the implementation in the Project Financial Summary. Each Unit will set specific fundraising goals at the beginning of the fiscal year and update the status, taking into consideration possible delays or changes in project plans due to the situation related to COVID-19 or due to the prospect of new funding opportunities during FY2020.

4.3. Resource Utilisation Policy (Expenses)

(1) Promotion of IGES own initiatives

In FY2020, IGES continues to allocate the *extended core fund*¹⁰ for priority strategic purposes and, in addition, will allocate IGES's *Deposits for Promoting Strategic Initiatives* to make an investment to increase IGES's capacity and financial resilience for another decade (Table 8).

¹⁰ Defined and calculated as the sum of the contribution from the MOEJ ('IGES core fund'), the discretionary portion of subsidies from the sub-national governments, IGES's Deposit for Promoting Strategic Initiatives, and the sum of the total project FVA minus earmarked personnel cost and consumption tax.

Continued priority activities:

- Strategic Research Fund (SRF), Strategic Publication Fund (SPF) (newly established) and IGES flagship papers publication;
- Networking and partnerships with key organisations and stakeholders, and Strategic Operation Fund (SOF) to support related activities; and
- Communications such as website management and management of IGES digital knowledge products.

International Forum for Sustainable Asia and the Pacific (ISAP) 2020:

- Tentatively planning to organise ISAP2020 on a smaller scale utilising online meeting tools, sometime during FY2020 (under consideration).

Investment using *Deposit for Promoting Strategic Initiatives* (Table 8):

- *Capacity Building Programme*

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

- *Communications Programme*

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

- *Business Arm/Support Programme*

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

Table 8: Breakdown of IGES Own Initiatives

(JPY million)

Major Items	(Ref) FY2019	FY2020	Resourced by Deposit
Strategic Research Fund (SRF)	35	25	9
Strategic Publication Fund (SPF)	20	5	5
Flagship (Book project)	5	5	5
Strategic Operation Fund (SOF)	20	20	
ISAP	25	18	18
Outreach	8	8	
Other operations	27	26	
[Investment] Capacity Building Programme for developing partnership and personnel	15	9	9
[Investment] Communications Programme for developing IGES's knowledge products	10	9	9
[Investment] Business Arm/Support Programme for developing IGES's institutional capacity	10	20	20
Total	155	145	75

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

- By continued efforts to maintain or reduce administration costs, the ratio targeted in the FY2020 budget is set at 13%,¹¹ excluding the preparation costs for ISRP8 such as upgrading IT management systems.
- For FY2020, 16% is set to maintain the ratio of administrative staff numbers out of the total IGES staff members by continued efforts to raise work efficiency through reviewing administrative procedures and introducing improved systems.

4.4. Human resources

The number of full-time staff members planned for FY2020 is presented in Table 9.

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

(Persons)

Categories	FY2017	FY2018	FY2019	FY2020
Professional Staff	121	127	137	139
Principal staff	22	22	21	21
Senior staff	37	40	47	51
Professional staff	53	56	60	58
Dispatched from other organisations	9	9	9	9
Operation Staff	22	25	27	26
Total: IGES Staff members (Full-time)	143	152	164	165
Number of Administrative Staff* (Ratio of administrative staff in total staff)	26 (18%)	27 (18%)	27 (17%)	26 (16%)

Notes: Figures are as of July (FY2017-2018) or May (FY2019-2020)

*: Same definition shown in the footnote of Table 6 (#6).

¹¹ See [Notes to indicators] #5 in the Table 6.

4.5. Uncertainties in implementing FY2020 plan

For FY2020, the final year of the current phase, IGES will maintain its basic mode of operation, except for the fact that IGES needs to adjust to the unavoidable impacts of the COVID-19 pandemic that may persist in FY2020, i.e. the extent of activities/operations implementable in Japan and overseas, timing of resumption of operations on a fuller scale, etc.

In view of uncertainties involved in the overall budget plan presented above, IGES will implement activities/operations contained in the FY2020 budget flexibly, fully taking into account the following points:

- As the FVA target has been substantially increased (from 49% to 52%), extra efforts are needed to ensure that this target is achieved. Such efforts could involve clear guidance by the Management to all the relevant units, substantial prior consultations with the project managers, and much stronger commitment from the staff members concerned.
- In case project FVAs could not be secured as planned, more efforts on cost reduction should be made:
 - Reduce operation costs during project implementation: Reduction of outsourcing by utilising internal resources, reduction of travel and meeting costs by switching to online meetings as an alternative in consultation with funding agencies, etc.
 - Make appropriate arrangements/measures to reduce any unexpected increase in expenses during project implementation (no-cost extension, etc.), especially in the case of overseas funds.
 - Suspend or substantially modify, whenever appropriate, internal activities not yet executed, or being implemented.
 - Secure additional fundraising from domestic (MOEJ and others) and overseas agencies, through actively searching for appropriate opportunities, particularly on emerging issues such as COVID-19 related projects.
 - Reduce administrative costs through, among others, further improving efficiency of internal processes.
- In the case that external funds increase, priorities are to be given to promotion of IGES own initiatives, particularly for the Strategic Research and Operation Funds, in a similar way as in FY2019, as well as for the Strategic Publication Fund which is newly established in FY2020.
- Some budget items are designed to respond to emerging needs (such as the Strategic Operation Fund) and to prepare for the new research phase from July 2021 (ISRP8), and these items should be effectively executed to achieve the original objectives, without over-spending the original amount allocated to each project.

5. Intended impacts, major outputs, and resource allocation by group in FY2020

The intended impacts, major outputs, and planned resource allocation (financial and HR) are summarised for each group. Financial allocation mainly indicates the expected amount of revenue raised from external funds and the portion that IGES receives as ‘project financial added-value in the revenue (as of 20 April 2020).’ HR allocations also present an indicative staffing plan, based on the IGES recruitment plan (as of 20 April 2020). Resource allocation is tabulated in the format below.

Resource allocation (example)

	FY2020
Total expected revenues from external funds for project implementation ¹⁾	[Million yen]
Sum of the ‘project financial value-added (FVA)’ and the ratio to the expected revenues	[Million yen] [%]
Approximate total of personnel budget ²⁾	[Million yen]
Staff composition ³⁾	[person]

1): Includes personnel, operating costs and general administrative costs. External funds include subsidies from local governments earmarked for research activities.

2): Exclude staff to be determined.

3): Indicative and to be determined

5.1. Three Issue Areas

5.1.1. Climate and Energy (CE)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (CE)

Intended impact 1	Operationalisation of the Paris Agreement
Key activities	<ul style="list-style-type: none"> • Support capacity building on transparency in Asia through offering a series of mutual learning sessions with other partners in Asia, e.g. UNFCCC Regional Collaboration Centre (RCC), UNEP. • Conduct a global GHG inventory capacity assessment with (UN Development Programme) UNDP and others. • Design effective monitoring and evaluation methodologies for climate capacity building and inform key stakeholders, such as Japan International Cooperation Agency (JICA).

Intended impact 2	Materialisation of GHG emission reductions through implementation of the JCM
Key activities	<ul style="list-style-type: none"> • Analysis of Article 6 pilot projects and impact for the future implementation of Paris Agreement. • Develop Measurement, Reporting and Verification (MRV) methodologies for the JCM project. • Develop the pilot projects under the JCM in cooperation with World Bank to seek new type of JCM projects. • Consultation with government officials in JCM partner countries for smooth implementation of the JCM. • Organise workshops for facilitating the implementation of the JCM in JCM partner countries and Japan. • Analyse the contribution of SDGs by the JCM.
Intended impact 3	Political and social discussion for carbon pricing in Asia is progressed
Key activities	<ul style="list-style-type: none"> • Conduct timely review and in-depth analysis on the progress of emissions trading schemes in China and Korea. • Co-organise the 5th carbon pricing forum among Japan, China and Korea, to be held in Korea. • Write papers and commentaries in Japanese to provide valuable opinions for carbon pricing discussions in Japan. • Contribute to the discussions for designing appropriate emissions trading schemes in Asia as a steering committee member of other institute's initiative.
Intended impact 4	Climate policy is developed by offering visualised pathways to decarbonisation
Key activities	<ul style="list-style-type: none"> • Conduct a model analysis on the expansion of renewable energy by the optimisation of power grid operation in Japan with QAC. • Develop a knowledge hub on energy and climate policies for the decarbonisation in major emitting economies (including Asia, EU and the U.S.) by the publication of policy factsheet and commentary series. • Provide recommendations to the key policy process (especially the update of Nationally Determined Contribution (NDC) and energy strategy plan) domestically in Japan and other Asian countries. • Organise policy research dialogues in China and India to discuss long-term transformation scenarios and their policy challenges.
Fundraising strategy	<ul style="list-style-type: none"> • Secure MOEJ JCM fund. • Expand MOEJ funds other than the JCM and reduce costs. • Continue acquiring fund sources other than from MOEJ.

(3) Resource allocation

Resource allocation (CE)

		FY2020
Total expected revenues from external funds for project implementation		278 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		148 [Million yen] 53 [%]
Approximate total of personnel budget		117 [Million yen]
Staff composition	Programme Director (1) Research Leader (1) Programme Manager (1) Research Manager (3) Professional Staff (7) (Ref: Temporary-staff (1))	Total 13 [person]

5.1.2. Natural Resources and Ecosystem Services Area (NRE)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (NRE)

Intended impact 1	Increased knowledge, support and incentives for landscape and ecosystem management
Key activities	<ul style="list-style-type: none"> • Plausible Alternative Futures of Island Mangroves in the Asia-Pacific: Research to quantify ecosystem services from mangroves in remote islands in India, Fiji, the Philippines, Taiwan and Japan. • Predicting and Assessing Natural Capital and Ecosystem Services (PANCES) 2019: A research project under the Environmental Restoration and Conservation Agency (ERCA) aiming to deepen understanding on the current science-policy interfaces. • Sustainable Livelihoods-Sustainable Landscapes: A project in Papua New Guinea that aims to link community-based land-use planning with development of climate-smart land-based livelihoods and climate smart community infrastructure. Two communities in Madang province are involved. • Kakenhi Sarawak: A study of human-nature interaction in rural area in Sarawak, Malaysia.
Intended impact 2	Increased integration of policies and planning across sectors that impact land and natural resources
Key activities	<ul style="list-style-type: none"> • Belmont Forum movable nexus (M-Nex): This project is being implemented in Tokyo, Detroit, Belfast, Delft, Doha and Sydney. The goal is to identify designed, resource-efficient urban planning. • Japan-ASEAN (Association of Southeast Asian Nations) Integration Fund (JAIF) Climate Change Report Project: This project assesses the current state of transparency of GHG emissions and related reporting from ASEAN countries. • Asia-Pacific Network for Global Change Research (APN) project “Socio-hydrological perspective of climate change adaptation in large riverine islands: Comparative study from India, Bangladesh and Vietnam”- Retrofitting socio-hydrological modelling and scenario analysis for estimating future water quality/quantity status and their adaptive measures for its sustainable development
Intended impact 3	Strengthened community resilience through development of local institutions, capacities and services
Key activities	<ul style="list-style-type: none"> • Secretariat for the Water Environment Partnership in Asia (WEPA), with action programmes in Indonesia and Cambodia, an annual meeting, survey of water governance in Asia, advisor meetings etc. (Japanese translation please) • Asia-Pacific Adaptation Information Platform (AP-PLAT) is an initiative to promote climate-risk informed decision making and practical adaptation action in

	<p>Asia through collaborations among the partners. IGES is leading the capacity building program of AP-PLAT</p> <ul style="list-style-type: none"> • (Japan Society for the Promotion of Science (JSPS) Pro-nature Migration: Research in Yamanashi Prefecture to identify triggers of urban-rural migration. • Satoyama Laos: A study of natural resource usage by local communities, and the impact on forest structure in Luang Prabang Province, Lao PDR. • SDGs picture book for children: Production of a picture book on SDGs by children, for children, of children. • Comprehensive Assessment and Conservation of Blue Carbon Ecosystems and their Services in the Coral Triangle (Blue CARES) in the Philippines and Indonesia. • Continue study of local development strategy in East Kalimantan, Indonesia focusing on the REDD+¹² programme, oil palm plantations, social forestry, etc. (Kakenhi)
Intended impact 4	Increased provision of scientific data, knowledge and tools for biodiversity conservation and adaptation planning
Key activities	<ul style="list-style-type: none"> • IPBES Japan for 2019: This facilitates Japanese government inputs to the IPBES process, and promotes IPBES in Japan. • IPCC Technical Team Building: The IPCC support team will actively participate in AR-6 (Working Group II), and make contributions towards the smooth completion of chapter 10 on Asia. • Belmont Forum Oceans project¹³: This contributes to an understanding of the mechanisms behind ocean acidity change in coral ecosystems.. • IPBES Assessment on the Sustainable Use of Wild Species: One NRE staff member is a lead author in the assessment. • IPBES nexus assessment: One NRE staff member is a member of the author team that is compiling the scoping report for this assessment.
Intended impact 5	Improved water quality through effective policy frameworks for pollution control
Key activities	<ul style="list-style-type: none"> • MOEJ adaptation initiative 2020: Development and application of policy support tools and training in the Philippines. • ASEAN project to promote deployment of decentralised wastewater treatment system (DEWATS) in the region. • Establishment of Environmental Conservation Platform of Tonle Sap Lake (JICA Science and Technology Research Partnership for Sustainable Development (SATREPS)): A 5-year project to develop analytical tools and establish an environmental conservation platform.
Intended impact 6	Increased support and incentives for sustainable natural resource management through responsible markets and businesses
Key activities	<ul style="list-style-type: none"> • Forestry Agency Clean Wood Act Overseas: We will collect information on timber legislation in the USA, Australia and Mozambique. • Forestry Agency Clean Wood Act Domestic Survey: We will collect information on the procurement of legally harvested timber in Japan.
Fundraising strategy	<ul style="list-style-type: none"> • Peatland conservation and fire prevention: This project aims to enhance Japan's contribution to international forest conservation. It consists of an analysis of JICA's development intervention in the natural resources sector. • Belmont Forum Disaster Risk Reduction (DRR): Evidence-based research will be conducted in Japan, Taiwan, USA and UK). The emphasis will be on co-designing development frameworks through active stakeholder involvement. • SATREPS Project in Ghana and Kenya (2020): This project aims to co-design and

¹² Reduction of Emission from Deforestation and Forest Degradation, and Conservation, Sustainable Management of Forests and Enhancement of Forest Carbon Stocks

¹³ Evaluation, Mitigation and Adaptation of Impacts of Ocean Acidification to Marine Ecosystems (OA-ME)

	<p>co-implement nature-based solutions with local stakeholders. It considers different scenarios of climate and socio-economic changes.</p> <ul style="list-style-type: none"> • National Biodiversity Strategies and Action Plan (NBSAP) landscape approach project: This is a three-year project to revise guidelines on how to incorporate the landscape approach into NBSAPs, in the context of the post-2020 global biodiversity framework. • International Partnership for the Satoyama Initiative (IPSI) - Collaborative activities 2020: Continued management of the Satoyama Development Mechanism. • IPBES Japan for 2020: Assistance to the Ministry of the Environment of the Government of Japan, with regard to their involvement in IPBES. • Third Japan Biodiversity Outlook (JBO-3): Contribution to the third edition of Japans Biodiversity Outlook. • JAIF project on decentralised wastewater management in ASEAN: Second phase. • e-Asia Joint Research Program funded by the Japan Science and Technology Agency (JST) on: “Accelerating the Implementation of SDG6 through Resource Recovery from Domestic Wastewater and Water-Energy-Food Nexus Approach in ASEAN Cities” • Enhancing resilience of Tuvalu coast by coral reef restoration: This project aims to contribute to ocean-related SDGs through aquaculture. • International Tropical Timber Organization (ITTO) Timber Legality Studies: Studies on timber legality and supply chains in Myanmar and another country (to be determined) in the Mekong Sub-region. • Resource Nexus Structure and Sustainability: This is a new initiative to develop a collaborative research project on the water-energy-food nexus. • A comprehensive evaluation and sustainability analysis of ecosystem services in South Asia
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(3) Resource allocation

Resource allocation (NRE)

		FY2020
Total expected revenues from external funds for project implementation		341 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		152[Million yen] 44 [%]
Approximate total of personnel budget		176 [Million yen]
Staff composition	Programme Director (1) Programme Manager (2) Research Manager (10) Professional Staff (7) Seconded Staff (1) Part-time Staff (0.6)	Total 21.6 [person]

5.1.3. Sustainable Consumption and Production (SCP)

(1) Intended impacts during ISRP7

- Establishment of SCP model cases towards long-term sustainability living within one planet (SCP Model Case)
- IGES/SCP is recognised as a regional policy research hub on SCP policy in Asia and the

Pacific both at global and regional level (SCP Research Hub)

- Resource efficiency and the Reduce, Reuse, Recycle (3Rs) are progressed at the key international policy forum (the 3Rs) by IGES acting as knowledge catalyst
- IGES to be recognised as a Regional Policy Think-tank on circular economy and plastics through its strategic partnership with ASEAN, Economic Research Institute for ASEAN and East Asia (ERIA) and other international regimes for Asia and the Pacific (*Added intended impact statement in May 2020*)
- National and local governments in developing countries in Asia enhanced sustainable waste management and resource circulation (3Rs) policies and strategies to reduce the impact of climate change (NDCs) and improve human well-being (SDGs) (*Redefined intended impact statement in May 2020*)¹⁴

(2) FY2020 Key activities and fundraising for impact generation

Key activities (SCP)

Intended impact 1	Establishment of SCP model cases towards long-term sustainability living within one planet (SCP Model Case)
Key activities	<ul style="list-style-type: none"> • Building on the outcomes delivered, and partners engaged in the 10Years Framework Programme on SCP (10YFP) Sustainable Lifestyles and Education (SLE), and in view of the completion of the programme’s planned schedule in 2022, IGES will work on preparing a Post-SLE partnership to promote sustainable living. To this end, IGES continues to discuss with MOEJ (for funding), and partners engaged in SLE (including the Stockholm Environment Institute(SEI), Swedish Government, etc.) and other key organisations in Asia (including Asia-Pacific Round table on SCP (APRSCP)). • The above partnership will potentially cover “capacity building” and “exchanges” as its main functions. For this purpose, discussion with Hans Seidel Foundation and United Nations University (UNU) may take place as they are looking for a partner that can take over the ASEAN+3 Leadership Programme on SCP. • IGES has worked on the launch of a few global (or multi-national) initiatives promoting sustainable ways of living, including the Global Search for Sustainable Schools in nine countries and Envisioning Future Lifestyles (1.5 Lifestyles) in five Countries. Furthermore, IGES has supported 25 projects on the ground for sustainable lifestyles. While all of them aim for completion by March 2021, IGES will collaborate with partners to generate intended outcomes and impacts from respective initiatives, produce knowledge products, and share the achievements at international conferences. The partnership building, knowledge products, and the outreaching thereof are essential components of our tasks preparing for the new partnership. • IGES, as a member of the Consortium for Switch Asia SCP Facility, will launch country projects in Viet Nam (Phase 2), Cambodia, Myanmar, and Lao PDR. These projects cover the formulation of National SCP Strategies, and the basic study, policy formulation, and capacity building on country-specific prioritised areas, such as plastic waste, procurement, and food supply chain.
Intended impact 2	IGES/SCP is recognised as a regional policy research hub on SCP policy in Asia and the Pacific both at a global and regional level (SCP Research Hub)
Key activities	<ul style="list-style-type: none"> • By utilising its expert network and research competency, IGES will further mainstream SCP policy agenda in collaboration with related stakeholders such as APRSCP, SWITCH-Asia, UNEP, UN Economic and Social Commission for Asia and the Pacific (UNESCAP), and national governments as well as national

¹⁴ Original intended impact in ISRP7 was “Capacity of less developed economies in national, city and regional waste management is developed”

	<p>platforms such as Thai-SCP Net. A Special Session on S-16¹⁵ will be organised in APRSCP and International Society for Industrial Ecology - Asia Pacific Joint Conference to be held in Cebu, February 2021.</p> <ul style="list-style-type: none"> • IGES team engaged in S-16 Project will develop a Japanese book project on 12 opportunities to realise SDG12. • IGES team engaged in S-16 Project will take the lead in developing a Special Issue on SCP Policy Design in the on-line Journal of Sustainability. • IGES and S-16 group will prepare for a possible succeeding project to S-16 in collaboration with Thai research networks on SCP including those from the Thailand National Science and Technology Development Agency (NSTDA), Thamasaat University, Kassesat University and Chulalongkorn University. It would focus on research collaboration between Thailand and Japan.
Intended impact 3	Resource efficiency and Circular Economy (and the 3R) are progressing at key international policy forums with IGES acting as knowledge catalyst
Key activities	<ul style="list-style-type: none"> • IGES contributes to the Group of Twenty (G20) and Group of Seven (G7) -related processes on Resource Efficiency and Circular Economy as well as Marine Plastic Litter such as the G20 Resource Efficiency Dialogue, follow-up workshop on G20 Implementation Framework on Marine Plastic Litter, and G7 Resource Efficiency Alliances. • IGES will continue to contribute to UN Environment International Resource Panel, Organisation for Economic Co-operation and Development (OECD) working party on waste and resource productivity and Platform for Accelerating Circular Economy (under the World Economic Forum) • In addition, a research project in collaboration with Ritsumeikan University on circular economy indicators which was started from FY2019
Intended impact 4	IGES to be recognised as a Regional Policy Think-tank on circular economy and plastics through its strategic partnership with ASEAN, ERIA and other international regimes for Asia and the Pacific.
Key activities	<ul style="list-style-type: none"> • IGES will engage in ASEAN+3 Marine Plastic Initiative as a lead-coordinating organisation along with IDEA Consultants, Inc. IGES will mainly play a role in 1) developing national action plan against marine plastic pollution, 2) capacity development for less developed economies, and 3) regional coordination. For this, we will prepare funding from JAIF and ASEAN Plus Three Partnership (ATP) fund in collaboration with MOEJ. • SCP Area will play a central coordinating role for IGES to become a partner organisation of the Regional Knowledge Hub for Marine Plastic Litter to be established in ERIA. • We will continue to follow G20 and G7-related processes related to marine plastics. Based on information gathered on the G20 portal site, we will aim to develop an issue brief/policy paper. • SCP Area will play a central role on the Plastics Taskforce for leading UNESCAP Project on City-level Initiative for Marine Plastics in four selected cities in ASEAN member states. • SCP Area will play a leading role for intra-IGES coordination on marine plastic projects through the Plastics TF.
Intended impact 5	National and local governments in developing countries in Asia enhanced sustainable waste management and resource circulation (3Rs) policies and strategies to reduce the impact of climate change (NDCs) and improve human well-being (SDGs)
Key activities	<ul style="list-style-type: none"> • IGES Centre Collaborating with UNEP on Environmental Technologies (CCET) in collaboration with UNEP- International Environmental Technology Centre (IETC) and other international partners will continue and expand its operation in

¹⁵ Environment Research and Technology Development Fund S-16 project “Policy Design and Evaluation to Ensure Sustainable Consumption and Production Patterns in Asian Region”

	<p>Asia to build capacities of developing countries in introducing sustainable and holistic waste management policies, environmentally sound strategies, approaches and pilot implementation.</p> <ul style="list-style-type: none"> • CCET will provide in-country technical and advisory services to its current partner countries in Southeast Asia (Cambodia, Myanmar and Indonesia) and South Asia (Maldives, Sri Lanka and India) to materialise waste management strategies into evidence-based policies and upscale pilot project activities on environmentally sound technologies and approaches through better documentation and sharing of experiences and lessons learned. In addition, CCET will assist three more new countries this fiscal year thanks to new funding opportunities with UNEP and MOEJ. • CCET will also work with other regional initiatives and programmes in Asia, including the South Asia Cooperative Environment Programme (SACEP) and the Indonesia-Malaysia-Thailand Growth triangle (IMT-GT) in developing a sub-regional roadmap and national/ local implementation for improving waste management in Asia. In addition, CCET in partnership with the Plastics TF will support national and local governments in design and implementation of land-based plastic waste management strategies, action plans and implementation to address marine plastic pollution in ASEAN with new funding opportunities of UNESCAP, JAIF and ATP fund in collaboration with MOEJ. • CCET will also continue in developing a series of knowledge products, including good practices, case studies and practical guidelines on sustainable waste and resource management methods, approaches and technologies in partnership with other academic and professional groups in Japan and abroad as well as contributing to global milestones, including Global Waste Management Outlook (GWMO) of UNEP, IPCC and the Climate and Clean Air Coalition - Municipal Solid Waste Initiative (CCAC/MSWI) on waste and Short-Lived Climate Pollutants (SLCPs) • CCET will contribute to the sub-regional, regional and global processes on sustainable waste and resource management (3Rs), through the Global Dialogue of UNEP-IETC, Asia 3R Forum of UN Centre for Regional Development (UNCRD), ISAP and others (3R International Scientific Conference on Material Cycles and Waste Management (3RINCs), International Conference on Solid Waste Management (IconSWM)), and International Solid Waste Association (ISWA) Annual World Congress.
<p>Fundraising strategy</p>	<ul style="list-style-type: none"> • SCP Area will continue to try diversifying its funding from MOEJ's fiscal year-based budget for specific projects, to international funding to support its functional role for international programmes based on the funding experience obtained through collaboration with EU, ASEAN, UNEP, JICA as well as public research funds for scientific research. Through its engagement in circular economy and plastic issues in East Asia and Southeast Asia, SCP Area will spearhead for IGES to position itself for formal recognition as a regional policy think tank on sustainability issues in Asia and the Pacific, particularly through its strategic partnership with G20-related funding opportunities, ASEAN, ASEAN+3 processes, ASEAN Resource Panel, UNESCAP, and ERIA. By doing so, SCP Area will secure ASEAN-related funds such as JAIF, ATP fund as well as some contributions for UN processes in Asia and the Pacific. In addition, building upon its policy research capacity on sustainable lifestyles and transitions, in collaboration with universities in Japan as well as in Thailand, it will try to secure collaborative research funding in the context of Japan-ASEAN Strategic Partnership • CCET has received USD 2.5 million contribution from MOEJ through UNEP for its two years activities (FY2020-2021). Also, CCET will join the above SCP fundraising efforts to gain additional funding for listed activities, and cooperate with other regional organisations to gain funding for the implementation of developed strategies and action plans,

(3) Resource allocation

Resource allocation (SCP)

		FY2020
Total expected revenues from external funds for project implementation		440 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		209 [Million yen] 47 [%]
Approximate total of personnel budget		142 [Million yen]
Staff composition	Programme Director (2) CCET Director (1) Programme Manager (4) Research Manager (1) Deputy Director of CCET (1) Professional staff (6) Seconded Staff (1) Operation Staff (1)	Total 17 [person]

5.2. Two Functional Centres

5.2.1. Centre for Strategic and Quantitative Analysis (QAC)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (QAC)

Intended impact 1	Policymakers are better informed on SDG integration and effective policy implementation at national, subnational and sectoral levels
Key activities	<ul style="list-style-type: none"> • Apply IGES SDG Interlinkages Tool to inform policymakers and other relevant stakeholders at the national, subnational and sectoral levels on synergies and trade-offs between SDG targets to ensure policy coherence through partnerships with appropriate international organisations (such as UN Department of Economic and Social Affairs (UNDESA)) and national/local governments (e.g. in Bangladesh and Indonesia). • Continuous contributions to The World in 2050 (TWI2050) consortium and its third report. • Develop and promote implementation projects supporting local climate actions through collaboration with relevant local governments.
Intended impact 2	Transformational changes needed to achieving long-term mitigation targets and the SDGs are materialised
Key activities	<ul style="list-style-type: none"> • Support transformational change in development by balancing the three dimensions of sustainable development, particularly environmental sustainability and social inclusiveness, through engagement with relevant stakeholders and

	<p>collaboration with other IGES units by using IGES SDG Interlinkages Tool to raise awareness and enhance policy coherence.</p> <ul style="list-style-type: none"> • Enhance the discussion on achieving a net-zero society at the national level through stakeholder consultations including governmental officials, business sectors and EU experts of European Green Deal, as well as updating the report of “Net-Zero Grand Design”. • Materialise local initiatives on achieving a net-zero society with just transition by supporting the development of a net-zero strategy in relevant local municipalities such as Kawasaki City and Kanagawa Prefecture. • Promote policies to increase renewable energy by analysing Japan’s power system using the professional software of “ABB PROMOD” • Contribute to the strengthening of ASEAN medium- to long-term mitigation measures by the ASEAN Climate Change Report created as part of the JAIF project • Start a discussion on achieving a net-zero society in Asia by synthesising the current progress and policy challenges towards achieving the mid- to long-term mitigation targets in Asia (China, India, and ASEAN), with reference to the transformational changes to be made under the EU Green Deal. • City-level long-term scenarios development to support long-term planning and sustainable transformations in cities. • Regional Circulating Ecological Spheres (R-CES) can be added to analyse and develop local transformation strategies.
Intended impact 3	Measurement of the progress made in achieving the 2030 targets for climate change and for the SDGs is enhanced by effective data and indicators
Key activities	<ul style="list-style-type: none"> • Enhance the existing IGES SDG Interlinkages Tool through updates of indicators and data and improvement in interlinkages identification using the expertise of other IGES units.
Fundraising strategy	<ul style="list-style-type: none"> • Fundraising for SDG interlinkages analysis and its applications from IGES SRF as well as through partnership with key international organisations such as UNDESA and more academic-oriented funding options such as APN. Joint proposal submission with other IGES units (such as QAC’s existing partnership with SGC for Cities Alliance proposal, with SCP for Switch Asia activities, and with NRE for an APN funding opportunity) will be actively sought after and expanded. • Fundraising for the continuing the Strategic Partnerships for the Implementation of the Paris Agreement (SPIPA) project funded by the European Commission (EC) which focuses on exchange programs with European stakeholders to promote discussions on how to proceed stakeholder consultation and green deals in implementing Japan’s long-term strategy. • Utilisation of the JAIF • MOEJ City-to-City collaboration fund (Yokohama City and Da Nang City).

(3) Resource allocation

Resource allocation (QAC)

		FY2020
Total expected revenues from external funds for project implementation		57 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		24 [Million yen] 43 [%]
Approximate total of personnel budget		41 [Million yen]
Staff composition	Research Leader (1) Research Manager (1) Professional Staff (3)	Total 5 [person]

5.2.2. Centre for Sustainability Governance (SGC)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (SGC)

Intended impact 1	A more integrated and inclusive approach to implementing the SDGs is adopted in at least 3 countries (and cities)
Key activities	<ul style="list-style-type: none"> • SGC will launch an e-learning platform on Greening National Responses to the SDGs with the Asian Development Bank (ADB) and the International Institute for Sustainable Development (IISD). • Supported by CCAC funding and in partnership with Clean Air Asia and the International Council for Local Environmental Initiatives (ICLEI) Northeast Asia, IGES will provide technical assistance to selected cities in China, Philippines and Mongolia aimed at promoting integrated approaches to climate change and air quality management corresponding to inputs made to regional SDG planning processes (APFSD, etc.). • Supported by MOEJ (and in collaboration with CE), SGC will relaunch Asian Co-benefits partnership. • In cooperation with the Finance Taskforce, SGC will promote work on inclusive climate finance. • IGES will introduce country profiles that analyse governance arrangements for implementing the SDGs in several countries. • In cooperation with SMO, SGC will continue to collect and synthesise key messages on SDGs for APFSD and HLPF.
Intended impact 2	SDGs are mainstreamed into their core operations and planning processes in at least 3 Japanese cities, businesses, and CSOs
Key activities	<ul style="list-style-type: none"> • IGES will continue collaboration with Global Compact Network Japan (GCNJ), MOEJ and the media, and will expand a previous survey on SDGs to other countries outside Japan. • In collaboration with the CTY, IGES will contribute to planning and presenting at a workshop on the integration between climate change and sustainable development. • IGES will release a new book that provides businesses with guidance on how to implement the SDGs.
Fundraising strategy	<ul style="list-style-type: none"> • IGES will follow up on a proposal to ADB to extend findings from the ADB project on the environmental dimensions through an e-learning programme. • IGES will follow up on funding from the UK government to support a more integrated approach to climate planning and SDGs in cities in Japan and the UK. • IGES will aim to expand funding from the CCAC to support a more integrated approach to climate change and air quality management in cities. • IGES will apply for funding from Toyota Motor Corporation for work on co-benefits. • IGES will apply for funding on links between adaptation and SDGs in Bangladesh.

(3) Resource allocation

Resource allocation (SGC)

		FY2020
Total expected revenues from external funds for project implementation		133 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		82[Million yen] 61 [%]
Approximate total of personnel budget		66 [Million yen]
Staff composition	Research Leader (1) Research Manager (3) Professional Staff (4)	Total 8 [person]

5.3. Three Taskforces

5.3.1. City Taskforce (CTY)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (CTY)

Intended impact 1	Capacity of cities to incorporate SDGs into city planning and implementation is enhanced.
Key activities	<ul style="list-style-type: none"> • Strengthening the Voluntary Local Review (VLR) approach to be able to accommodate both climate action and the SDGs in order to make the VLR relevant for zero-carbon cities to integrate the SDGs in the climate action. • Collect evidence, theories, and practices that can be the basis of the next generation of VLRs, which includes developing policy papers and peer-review papers on VLRs. • Enhancing knowledge-sharing on SDG localisation through the East Asia Summit (EAS) High Level Seminar for Sustainable Cities and support ASEAN Frontrunner Cities Programme (SDGs-FC) by providing advice and inputs to implementation, monitoring and reporting of SDG actions • Facilitating IGES internal activities related to R-CES from the viewpoint of the SDG actions at the local level.
Intended impact 2	Cities will develop carbon neutral strategies or conduct multi-benefit activities towards sustainable society.
Key activities	<ul style="list-style-type: none"> • Support low-carbon/decarbonisation development of ASEAN cities through city-to-city collaboration, such as Kuala Lumpur-Tokyo and Jakarta-Kawasaki. • Developing a zero carbon scenario for 2050 in Kuala Lumpur, making it the first city to declare zero carbon by 2050 among major ASEAN cities. • Taking best practices towards zero carbon emissions and sustainable development in cities in China, Japan and Republic of Korea, and transferring them into promising cities to be zero carbon by 2050.

	<ul style="list-style-type: none"> Sharing city-level actions toward zero-carbon emissions collected through IGES research/activities at UNFCCC-COP and other key conferences
Fundraising strategy	<ul style="list-style-type: none"> Ensuring procurement of external funds expected by CTY and investigating new funding opportunities by working with other partner organisations.

(3) Resource allocation

Resource allocation (CTY)

		FY2020
Total expected revenues from external funds for project implementation		118[Million yen]
Sum of the project FVA and the ratio in the total expected revenues		47 [Million yen] 40 [%]
Approximate total of personnel budget		65 [Million yen]
Staff composition	Programme Director (2) Programme Manager (1) Research Manager (2) Professional Staff (2)	Total 7 [person]

5.3.2. Finance Taskforce (FIN)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (FIN)

Intended impact 1	SDG finance tracker is developed in the Asian region by establishing a database on flow of SDG-aligned finance or SDG finance
Key activities	<ul style="list-style-type: none"> Continue to follow up development of the taxonomy by EU, Australia, Canada, and other countries on sustainable finance, taking an account of definition of “transition finance” which will support decarbonisation efforts by high intensity companies through financing.
Intended impact 2	Finance shift by Japanese companies to low-carbon/resilient investment using pressure from overseas investors is enhanced by IGES acting as a Facilitator on climate engagement between overseas investors and Japanese companies
Key activities	<ul style="list-style-type: none"> Continue to operate the Green Bond Knowledge Platform and start to update Green Finance Portal under MOEJ-commissioned work (third year). From this fiscal year, the scope of the Platform will expand to green loan, sustainability linked loan,

	<p>defined contribution (DC) and retail products.</p> <ul style="list-style-type: none"> Continue to conduct research which compares best practices of policies and practices on sustainable finance both in EU and Japan (second year). Start preliminary study on the methodologies to measure positive impacts in financing projects under local SDGs from the viewpoint of R-CES. Continue to strengthen cooperation with International Capital Market Association (ICMA) executive committee, UNEP Finance Initiative (UNEP FI), and develop networks with those Japanese financial institutions which are members of the Japan Sustainable Investment Forum and Principles for Financial Action for the 21st Century.
Intended impact 3	A mechanism to promote financing of low-carbon/adaptation technology development and transfer in the Asian region is established by developing innovative technologies through financing
Key activities	None (We will focus on intended impacts 1 and 2 under the current capacity.)
Fundraising strategy	<ul style="list-style-type: none"> Secure MOEJ commissioned work on green bonds and other green finance topics Explore other commissioned works by non-MOEJ entities on promoting environmental, social and governance (ESG) investment/loans. Prepare term of reference (TOR) to apply SRF on positive impact measurement and/or financing R-CES.

(3) Resource allocation

Resource allocation (FIN)

		FY2020
Total expected revenues from external funds for project implementation		43 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		25 [Million yen] 57 [%]
Approximate total of personnel budget		20 [Million yen]
Staff composition	Programme Director (0.5) Programme Manager (1.9)	Total 2.4 [person]

5.3.3. Business Taskforce (BIZ)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (BIZ)

Intended impact 1	Japanese energy/climate policies to become consistent with 2°C Pathway in four years.
Key activities	1: Increase size of forward-looking business networks (continuing). 2: Support decarbonisation of business operations (continuing).

	3: Expand decarbonisation activities such as RE100 ¹⁶ beyond Japan Climate Leaders' Partnership (J-CLP) (RE100JP). 4: Support policy engagement (dialogues, develop policy recommendations).
Fundraising strategy	Expected total amount of external funds: JPY170 million. Composition is below. <ul style="list-style-type: none"> • J-CLP member fee: JPY50~55 million (continuing). • Overseas fund: JPY55~60 million (continuing). • MOEJ commissioned research: JPY46 million. • Others JPY10~15 million (new/TBC).

(3) Resource allocation

Resource allocation (BIZ)

		FY2020
Total expected revenues from external funds for project implementation		172 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		109 [Million yen] 63 [%]
Approximate total of personnel budget		65 [Million yen]
Staff composition	Programme Director (1) Programme Manager (1) Senior Coordinator (1) Professional Staff (4.3) Operation Staff (1) (Ref: Temporary-staff (0.4))	Total 8.3 [person]

5.4. Five Satellite Offices

5.4.1. Kansai Research Centre (KRC)

(1) Intended impacts during ISRP7

- Low-carbon technology diffusion in developing countries
- Decentralised natural resources management for disaster risk reduction (DRR) (added in FY2018)
- Development of regional circular and ecological sphere (R-CES) models in Hyogo (added in FY2019)
- Consolidating messages for transforming to the decarbonised society targeting youth (added in FY2020)

(2) FY2020 Key activities and fundraising for impact generation

Key activities (KRC)

Intended impact 1	Low-carbon technology diffusion in developing countries
Key activities	<ul style="list-style-type: none"> • India: Continuation of low-carbon technology transfer activities in cooperation with Japanese private companies and The Energy and Resources Institute (TERI) and implementation of one-year research project on integrated energy management solutions for small and medium-sized enterprises (SMEs), which is being proposed

¹⁶ International business initiative committed to 100% renewable power, working to massively increase corporate demand for and delivery of renewable energy

	<p>to the Japan Science and Technology Agency (JST), in cooperation with TERI, the Energy Conservation Center, Japan (ECCJ), Japanese private companies and other partners. Once approved, the project will focus on developing a technology transfer model at selected SME clusters in Gujarat State with specific focuses on compressed air system, factory energy management system (FEMS) and steam and heat management system. A new project focusing on ambient air quality monitoring and flue gas monitoring of thermal power plants is also being prepared in cooperation with Japan Environmental Technology Association (JETA).</p> <ul style="list-style-type: none"> • Thailand: For further energy conservation in Thailand, the following points recommended to the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy, in FY2019 will be followed up: <ul style="list-style-type: none"> ➢ Evaluate energy management reports of over 9,000 designated companies using tentative energy performance benchmarks obtained from plotting specific energy consumption by industrial categories and automate the analysis by developing such an interface; ➢ Develop a database of large energy consuming equipment like boilers and furnaces and continue updating it by incorporating the data of annual energy management reports and suggest companies to replace outdated equipment with energy efficient ones; ➢ Continue organising targeted training courses for energy managers by selecting the companies which have potential application of the technology; ➢ Designate a business manager as a responsible person for the overall energy management report to instil energy conservation in their corporate strategy; ➢ Provision of subsidies for energy audit of small and medium-sized enterprises linked to additional subsidies for energy saving investment; ➢ Implement energy-saving company (ESCO) scheme at public facilities; and ➢ Label energy efficient equipment / system for application of the tax exemption scheme of the Bureau of Investment (BoI).
Intended impact 2	Decentralised natural resources management for DRR
Key activities	KRC organised a two-week training course on disaster risk assessment incorporating climate risk in October – November 2019 for over 20 disaster-related officials from nine ASEAN countries by arranging the visits to regional river and Sabo maintenance offices of the Ministry of Land, Infrastructure, Transport and Tourism (MLIT), disaster management facilities of Hyogo Prefectural Government and Disaster Prevention Research Institute of Kyoto University. The result was presented at the International Disaster Reduction Alliance (DRA) Forum 2020 on 22 January in Kobe City.
Intended impact 3	Development of R-CES models in Hyogo
Key activities	The project for the formulation of the Hokusetsu-Satoyama R-CES was adopted by MOEJ under a R-CES platform programme in FY2019. The project, covering two cities and one town in Hyogo Prefecture, aims to promote efficient use of rich natural resources and renewable energy through facilitating interaction with nearby urban residents and tourists for revitalising the local economy. Two leading projects, efficient use of woody biomass and development of the local transportation system, will be implemented through coordination with relevant partners in FY2020.
Intended impact 4	Consolidating messages for transforming to the decarbonised society targeting youth
Key activities	In cooperation with Kobe University's Econo-Legal Studies (ELS), KRC will run a course on decarbonised society for about 30 third-year or above students in the first half of 2020. In this course, by learning domestic and international efforts and discussions on a carbon pricing system, students will discuss necessary policies Japan should take, required social and economic systems, and necessary initiatives at the individual and organisational level toward formulation of the ideal society in 2050, as well as aiming to compose and disseminate messages for social change.
Fundraising strategy	<ul style="list-style-type: none"> • Low-carbon technology transfer project (India and Thailand) <ul style="list-style-type: none"> ➢ Applied for SATREPS in November 2019 in cooperation with Mayekawa

	<p>MFG Co. Ltd. & TLV International Inc.; Notice of rejection in December 2019 as requirements not met;</p> <ul style="list-style-type: none"> ➤ Signed a contract with MOEJ for a low-carbon technology transfer evaluation and verification project (TA2019) in January 2020 with a budget of JPY81 million (excl. tax); ➤ Applied for JST’s SDGs Support Project in February 2020 in cooperation with Energy Conservation Center Japan (ECCJ) and TLV International Inc.; Results to be announced in April; and ➤ Discussed on Climate Technology Centre & Network (CTCN) fund (JPY200 million) utilisation potential with the Climate Change Division, International Cooperation Bureau, MOFA in March 2020. <ul style="list-style-type: none"> • Regional CES project: <ul style="list-style-type: none"> ➤ Applied for MOEJ’s R-CES Platform Project in April 2019 and was selected in May 2019 with a budget of JPY2 million; to be continued in FY2020; ➤ Two proposals, “Utilisation of woody biomass” and “Development of regional transportation system”, will be submitted to MOEJ’s Modelling Project to Create a Decarbonized Community in June 2020; ➤ Hyogo Prefecture’s version of renewable energy 100 promotion and operation project will be commissioned to KRC in April 2020 with a budget of JPY 0.6 million.
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(3) Resource allocation

Resource allocation (KRC)

		FY2020
Total expected revenues from external funds for project implementation		57 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		31 [Million yen] 56 [%]
Approximate total of personnel budget		49 [Million yen]
Staff composition	Director for KRC Programme Director (1) Programme Manager (1) Professional Staff (2) Seconded staff (2) Part-time Staff (0.5) (Ref. Temporary-staff (1))	Total 6.5 [person]

5.4.2. Kitakyushu Urban Centre (KUC)

(1) Intended impacts during ISRP7

- Low-carbon and resilient policies are mainstreamed into urban planning and implementation in Asian cities
- Sustainable waste management practices are evolved in Asian cities
- SDGs are localised in a meaningful manner for local stakeholders (*Redefined intended impact statement in May 2020*)¹⁷

¹⁷ Original intended impact in ISRP7 was “Green growth and sound urban environmental management are promoted in Asian cities”

(2) FY2020 Key activities and fundraising for impact generation

Key activities (KUC)

Intended impact 1	Low-carbon and resilient policies are mainstreamed into urban planning and implementation in Asian cities
Key activities	<ul style="list-style-type: none"> • KUC facilitates the city-to-city collaboration activities between Asian and Japanese cities using a MOEJ-led platform for creating a zero-/low-carbon society. • KUC participates in three city-to-city collaboration projects: i.e., 1) Kitakyushu City – Iskandar Malaysia; 2) Kitakyushu City – Palau; and 3) Hiroshima Prefecture – Soc Trang; and supports for a zero-/low-carbon project development. • KUC will support the Climate Change International Technical and Training Center (CITC) in Thailand to develop training curricula for climate change laws & regulations as well as greenhouse gas inventory as a JICA technical expert team member.
Intended impact 2	Sustainable waste management practices are evolved in Asian cities
Key activities	<ul style="list-style-type: none"> • KUC supports national governments of the Philippines and local governments (Davao City, etc.) in developing waste management policies and practices. • KUC will join a partnership with UN-Habitat in a project on eliminating marine plastic littering targeting national government of the Philippines as well as six model cities in the Philippines. KUC will be responsible for the development of policy papers, organising workshops and educational programmes, etc. • KUC will engage in a project funded by the Alliance to End Plastic Waste (AEPW) in collaboration with private sector and City of Kitakyushu to develop a closed island plastic recycling system in Thailand. • KUC supports Kitakyushu City-based private companies to explore its technology transfer and business opportunities in South-East Asian countries in collaboration with the City of Kitakyushu.
Intended impact 3	SDGs are localised in a meaningful manner for local stakeholders
Key activities	<ul style="list-style-type: none"> • KUC will continue to support Kitakyushu City to finalise OECD’s publication on an SDG study at city level and conduct necessary follow-up to utilise the output. • Upon request, KUC will expand the assistance in developing the VLRs for KUC-relevant municipalities (around Kyushu region and overseas with which KUC cooperate). • KUC engages in monitoring the proposed model programmes on marine plastic management in Viet Nam for ASEAN SDGs-FC together with CTY and BRC. • KUC will organise the 2nd SDGs training session for the general public in English with a participation fee with improvements from the previous one. • KUC will engage in JICA’s Verification Survey with the Private Sector for Disseminating Japanese Technologies to Extinguish Forest and Peatland Fire Using Environment-friendly Soap-based Fire Fighting Foam in Indonesia, which is listed as the action of the Kitakyushu City’s SDGs Future Plan, in collaboration with Shabondama Soap Co., Ltd., a leading SDGs company in Kitakyushu.
Fundraising strategy	<ul style="list-style-type: none"> • KUC carefully selects and acquires funds that are suited to contribute to the progress of each project of the intended impacts. Besides, KUC strategically uses the grant provided by City of Kitakyushu and allocates human resources to create opportunities and/or develop research areas in line with the intended impacts.

(3) Resource allocation

Resource allocation (KUC)

		FY2020
Total expected revenues from external funds for project implementation		169 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		83 [Million yen] 49 [%]
Approximate total of personnel budget		56 [Million yen]
Staff composition	Director for KUC Programme Director (1) Programme Manager (1) Research Manager (1) Professional Staff (3) Seconded staff (1) Operation Staff (1.4)	Total 8.4 [person]

5.4.3. Regional Centre in Bangkok (BRC)

(1) Intended impacts during ISRP7

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (BRC)

Intended impact 1	Increased capacities of Asia-Pacific governments to develop and implement climate change adaptation policies and projects
Key activities	<ul style="list-style-type: none"> • Wrap up implementation of the Project on Disaster Risk Reduction by Integrating Climate Change Projections into Risk Assessment funded by JAIF. 10 out of 11 activities completed. • Develop final editions of two guidelines/training modules on flood and landslide risk assessments integrating climate change projection. • Gather and synthesise regional annual progress report for strengthening institutional and policy framework on DRR and climate change adaptation (CCA) integration in ASEAN. • Finalise website and showcase videos. • Organise regional seminar to disseminate final outputs. • Continue supporting the operation of the Climate Change Asia (CCA) for adaptation project proposal development for the Asia-Pacific countries in cooperation with Asian Institute of Technology (AIT) Regional Resource Centre for Asia and the Pacific (RRC.AP) and the UNFCCC RCC Bangkok among others. • Prepare detailed activity plan of capacity development under AP-PLAT and launch the activity.

Intended impact 2	Improved environmental compliance and enforcement of pollution control practices in 18 Asian member countries.
Key activities	<ul style="list-style-type: none"> • Develop information exchange/sharing on environmental impact assessment (EIA) topics through Asia EIA Network (Phase 5) that will also serve as a basis for compiling regional best practices/case studies on EIA. • Upgrade AECEN website to better reflect its activities as well as provide a platform for the development of new components and projects to attract potential donors/funders. • Conduct a series of webinars on different EIA and compliance topics to strengthen capacity building of 18 Asian Environmental Compliance and Enforcement Network (AECEN) member countries and other partners including the USEPA and INECE. • Coordinate Regional Networks Meetings on compliance and enforcement initiatives by engaging the leaders of these networks to discuss updates, opportunities, and possible collaborations. • Discuss with partners (United States Environmental Protection Agency (USEPA), Environmental Protection Administration of Taiwan (EPAT), International Network for Environmental Compliance and Enforcement (INECE), UNEP) a joint project to maintain momentum on working together. • Work with INECE and/or UNEP on the possibility of collaborating in developing a grant proposal to be submitted to the United States Agency for International Development (USAID). • Explore funding opportunities with both existing partners and new partners (Australian Government, Swedish Government, New Zealand Government).
Intended impact 3	Know-how that drives clean development is adopted and resources for regional engagement in climate change mitigation activities are mobilised
Key activities	<ul style="list-style-type: none"> • Implement the Needs-Based-Finance Project in four sub-regions, including ASEAN states, island states in the Indian Ocean, Polynesian states, and Asian Least Developed Countries. • Sustain and build technical, human, and institutional capacity with regard to Clean Development Mechanism (CDM) and other market mechanisms under Article 6 of the Paris Agreement. • Facilitate the organisation of Asia Pacific Climate Week 2020. • Support the Ministry of Climate Change of Pakistan in considering and drafting a proposed instrument that provides a price signal on carbon emissions.
Intended impact 4	Improved environmental quality in ASEAN cities through better long-term city planning and higher capacity to implement transformative local actions, closely linked to the SDGs
Key activities	<ul style="list-style-type: none"> • Wrap up implementation of the ASEAN SDGs-FC programme funded by JAIF. Monitor and participate in project activities organised by eight National Focal Points (NFPs) and 26 cities to capture the progress and achievements. • Organise two regional workshops (3rd & 4th Closing) involving NFPs, cities and resource persons to develop (i) 'Country SDGs Reports'; (ii) 'City Priority SDGs Reports' (13 cities); (iii) showcase videos for 13 SDGs frontrunner cities to be disseminated by JAIF Management Team, SDGs-FC official website and Facebook page. • Develop final editions and publish (public dissemination) of 'Country SDGs Reports' and 'City Priority SDGs Reports'.
Fundraising strategy	<ul style="list-style-type: none"> • Impact 1: Develop full proposal for phase 2 of ASEAN Project on Disaster Risk Reduction by Integrating Climate Change Projections into Risk Assessment in close consultation with host (pilot) countries, the ASEAN Secretariat (ASEC) and ASEAN Committee on Disaster Management (ACDM) focal point. • Impact 3: Join consortia with partners to respond to International Climate Initiative (IKI) calls, for example the recent IKI country call on Thailand, and other competitive biddings if relevant. • Impact 4: Complete the drafting the concept for the 2nd phase of ASEAN SDGs-

	FC programme by collecting inputs from key stakeholder for discussion and adoption at the 18 th ASEAN Working Group on Environmentally Sustainable Cities (AWGESC) meeting, 14 th ASEAN-Japan Dialogue on Environmental Cooperation (ADJECT) and 31 st ASEAN Senior Official Meetings on the Environment (ASOEN).
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(3) Resource allocation

Resource allocation (BRC)

		FY2020
Total expected revenues from external funds for project implementation		201 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		57 [Million yen] 28 [%]
Approximate total of personnel budget		94 [Million yen]
Staff composition	Programme Director (1) Programme Manager (4) Professional Staff (2) Operation Staff (8) Other relevant Staff (2) Part-time Staff (1)	Total 18 [person]

Core fund allocation for activities and office management (BRC)

		FY2020
Expected expenditure		30[Million yen]
Breakdown	UNFCCC Regional Collaborating Centre	6
	Office rent	4
	Service fee for accounting, legal, IT etc.	4
	Office equipment for PCs/Software/TV conference	0.6
	Printing	1
	Communication for phone, internet etc.	1
	Water and Electricity	1
	Insurance for travel and health	0.4
	Others	12

5.4.4. Beijing Office (BJG)

(1) Intended impacts during ISRP7

- Co-benefit of better air quality and CO2 reduction in China are promoted through city-to-city cooperation between local governments in China and Japan.
- (Completed in FY2017) Policy recommendation and maintenance manual on wastewater treatment are adopted in local cities in China

(2) FY2020 Key activities and fundraising for impact generation

Key activities (BJG)

Intended impact 1	Co-benefits of better air quality and CO2 reduction are promoted in China and Asia by implementing research and model projects for better air quality
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Key activities	<p>Beijing Office will implement the following activities specified in the TOR of the commissioned project from MOEJ.</p> <ul style="list-style-type: none"> • Promote formulation of model projects in China and the third country(ries) • Coordination with the Japanese and the Chinese governments and related organisations • Joint meeting in Beijing • Technical seminars in China • Stakeholders meetings in Japan • Research visits in Japan by inviting those concerned in China • Monitoring of policy trends in China • Maintaining and updating the website of the Japan-China cooperation project on the IGES website
Fundraising strategy	<ul style="list-style-type: none"> • Continue maintaining dialogues with key stakeholders

(3) Resource allocation

Resource allocation (BJG)

		FY2020
Total expected revenues from external funds for project implementation		192 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		73 [Million yen] 38 [%]
Approximate total of personnel budget		37 [Million yen]
Staff composition	Satellite Office Director (1) Programme Coordinator (1) Professional Staff (1) Operation Staff (1)	Total 4 [person]

5.4.5. Tokyo Sustainability Forum (TSF)

(1) Main focuses and activities

Tokyo Sustainability Forum will continue facilitating impact generation with various stakeholders particularly based in Tokyo. It will host the IPBES Technical Support Unit for the Assessment of Invasive Alien Species (IPBES-TSU-IAS) and co-locate with the office of ICLEI Japan and Nagoya University International Urban Cooperation (IUC)-Japan Office.

Planned activities include: provision of work and meeting space of IGES staff and IGES partners, assistance to Fellows/Senior Fellows in implementing projects, holding events in collaboration with other partners/stakeholders, and implementation of projects using external funding, in collaboration with other units.

(2) FY2020 Key activities and fundraising for impact generation

Key activities (TSF)

Activity / Impact 1	Facilitating impact generation and networking with various stakeholders
Key activities	<ul style="list-style-type: none"> • Provide productive working environment for IGES staff and partners, and assist related persons/stakeholders. • Implement projects using external funding including the Japan Biodiversity Fund (JBF) IPBES capacity building project, MOEJ-Asia EIA collaboration project, and the project for the preparation of Asia Parks Congress. • Organise events in collaboration with other partners/stakeholders, including IGES evening forum. • Host IPBES-TSU-IAS, co-locate with ICLEI Japan, Nagoya University IUC-Japan Office, and provide necessary assistance. • Assist the President in providing secretarial and administrative support for his work • Gather information to analyse the feasibility of office space expansion.
Fundraising strategy	<ul style="list-style-type: none"> • Make a bid for related (continued) projects in FY2020

(3) Resource allocation

Resource allocation (TSF)

		FY2020
Total expected revenues from external funds for project implementation		24 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		9 [Million yen] 38 [%]
Approximate total of personnel budget		29 [Million yen]
Staff composition	Satellite Office Director (1) Senior Staff (1) Operation Staff (1) Other Relevant Staff (1) (Ref: Temporary-staff (0.6))	Total 4 [person]

Core fund allocation office management (TSF)

		FY2020
Expected expenditure		27 [Million yen]
Breakdown	Office rent	24
	Printing	1
	Lease	1.2
	Others	0.8

Resource allocation (IPBES-TSU-IAS)

		FY2020
Total expected revenues from external funds for project implementation		67 [Million yen]
Sum of the project FVA and the ratio in the total expected revenues		21 [Million yen] 31 [%]
Approximate total of personnel budget		16 [Million yen]
Staff composition	IPBES-TSU-IAS Head (1) Professional Staff (1) Operation Staff (1)	Total 3 [person]

5.5. Strategic Management Office (SMO)

5.5.1. Knowledge and Communications (KC)

(1) Main focuses and activities

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

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

(2) Intended impacts during ISRP7

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

(3) FY2020 Key activities and fundraising for impact generation

Key activities (KC)

Intended impact 1	Enhanced profile of IGES both in Japan and abroad
Key activities	<ul style="list-style-type: none"> • Develop/re-arrange internal structure to deliver IGES research products to several key international processes and conferences to be planned in FY2020 in timely manner. • Conduct strategic outreach including introducing global trends to Japanese audiences. • Disseminate information regarding IGES publications and achievements abroad.
Intended impact 2	IGES expertise amplified and IGES messages well-received, in two or more areas (viz. climate change and SDGs), nationally and internationally among key stakeholders and incorporated into their visions, plans and actions
Key activities	Develop a cross-unit collaboration scheme in response to a couple of key events to be planned in FY2020 (E.g. APFSD, HLPF, UN General Assembly and the UN Nature Summit, CBD-COP15, UNFCCC-COP26, and UNEA), not only during the events, but also before and after the events.
Intended impact 3	Networks and opportunities established and enhanced to advance knowledge co-learning and co-generation around low-carbon, resilient and sustainable development strategies and actions
Key activities	Maintain and strengthen collaboration with organisations with which IGES has MOUs, as well as networks with which IGES has close linkage. Develop and strengthen linkage with researchers/experts engaged in IPCC through networks such as the International Research Network for Low Carbon Societies (LCS-RNet)
Intended impact 4	Events and multi-stakeholder policy processes managed for effective dissemination and achievement
Key activities	Organise timely events (ISAP2020, the IGES COP debriefing seminar, etc.) to introduce international trends to domestic audiences as quickly as possible.
Intended impact 5	IGES's knowledge and expertise adopted and applied by target stakeholders through effect knowledge services and exchange; and targeted stakeholders gain necessary knowledge and capacity to implement practical sustainability solutions
Key activities	<ul style="list-style-type: none"> • Contribute to the development of opinions and the promotion of actions taken by non-state actors, by delivering timely information regarding international trends to domestic audiences, through channels such as ISAP2020 and the IGES COP debriefing seminar. • Conduct periodical seminars for media (4 times/year), as well as organise expository seminars on key topics on environment/sustainable development that IGES has addressed. • In order to change current tones on climate change and energy, provide information to business and media in timely manner, in close collaboration with networks outside of Japan, aiming to be featured by major newspapers and TV programmes.
Intended impact 6	Sustainability innovations streamlined into policies, planning and practice
Key activities	<ul style="list-style-type: none"> • As part of commissioned work to conduct research on topics such as international decarbonisation and research on decarbonised societies, collect information on long-term strategies and their implementation in UK, France, US, and Germany. • As a part of the Low Carbon Asia Research Network (LoCARNet) activities, conduct capacity development and organise policy dialogues for Nationally Determined Contribution (NDC) strengthening in selected Asian countries in close collaboration with AIM (Asia-pacific Integrated Model) project team.
Fundraising strategy	Try to obtain funds to facilitate IGES researchers' strategic involvement in key international processes and research (E.g. transition/transition management research; Support for selected Asian countries to strengthen their NDCs)

(4) Resource allocation

Resource allocation (KC)

		FY2020
Expected revenues from external funds for project implementation		105 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		63 [Million yen] 60 [%]
Approximate total of personnel budget		153 [Million yen]
Staff composition	Principal Staff (2.5) Senior Staff (4) Professional Staff (6) Operation Staff (4) Part-time Staff (0.2) Other Relevant Staff (1) (Ref: Temporary-staff (3))	Total 17.7 [person]

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

		FY2020
Expected expenditure (approximate allocation to the section)		61 [Million yen]
Breakdown	ISAP	25
	Outreach	8
	Strategic Operation Fund	20
	Networking contribution and others	8

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

5.5.2. Research and Publications (RP)

(1) Main focuses and activities

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

(2) FY2020 Key activities and fundraising for impact generation

Key activities (RP)

Activity / Impact 1	SDGs
Key activities	Plan and facilitate/ implement flagship/ priority outputs related to SDGs, particularly focusing on key policy processes such as the HLPF. Contribute to a project on “Policy Design and Evaluation to Ensure Sustainable Consumption and Production Patterns in Asian Region”
Activity / Impact 2	Climate
Key activities	Plan and facilitate/ implement flagship/ priority outputs related to climate, particularly focusing on key policy processes. Coordinate a project on 1.5 degree lifestyles. Research

	on the transparency framework will continue, including a related JICA capacity building project, and a new element on local governments will be added
Activity / Impact 3	Facilitation of Institute-wide research progress
Key activities	Continue management of publication policy and approval process, management of SRF process, editing (Japanese and English) and translation coordination services, library management, management of plagiarism checking software. Coordinate a proposal to JAIF to conduct the 6 th ASEAN State of the Environment Report (SOER6).
Activity/ Impact 4	Contribution to IGES promotion and management
Key Activities	Coordination of response to think-tank surveys, contribution to BOD/BOT documents, coordination of periodic research progress meetings, reviewing important PR outputs. Prepare citation count of peer reviewed journal articles. Support to the communications team to check outreach materials. Coordination of MOEJ subcontract projects related to OECD and International Institute for Applied Systems Analysis (IIASA).
Fundraising strategy	Priority outputs/flagship work is mainly related to internal funds. JICA funds for capacity building (in Japan) for the Paris Agreement NDC and transparency framework, have been secured for FY2019, and an application will be made to continue this project in FY2020. A funding proposal to ADB for similar capacity building programmes (in Asian countries) will be developed.

(3) Resource allocation

Resource allocation (RP)

		FY2020
Expected revenues from external funds for project implementation		27 [Million yen]
Sum of the project FVA and the ratio to the expected revenues		12 [Million yen] 45 [%]
Approximate total of personnel budget		55 [Million yen]
Staff composition	Principal Staff (2) Professional Staff (3) Other Relevant Staff (1)	Total 6 [person]

Core fund allocation for institute-wide activities (RP)

		FY2020
Expected expenditure (approximate allocation to the section)		57 [Million yen]
Breakdown	IGES Strategic Research Fund	35
	Library-related expenses	14
	Whitepaper/Flagship products	8

5.5.3. Planning and Management (PM)

(1) Main focuses and activities

Planning and Management section will aim to streamline the procedures in planning and decision-making simultaneously taking consideration of appropriate resources management (financial and human). The section aims to provide efficient corporate management services to maintain and protect the organisational status and interest, support research activities, and make every effort to reduce unnecessary costs through regular review and improvement in five functions: (i) Planning and

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

(2) FY2020 Key activities and fundraising

Key activities (PM)

Activity / Impact 1	Sound financial base
Key activities	Key activities include: development of IGES Proposal and Project Review System (PPRS), target setting for financial value-added (FVA) and provision of guidelines for better financial management.
Activity / Impact 2	Operational efficiency and transparent corporate governance
Key activities	Activities include: strengthening implementation of IGES regulations, improving efficiency in internal administrative procedures, maintaining IT systems (including teleworking) and improving institute's environmental footprint.
Activity / Impact 3	HR capacity development and working environment
Key activities	Activities include: the introduction of institute-wide teleworking, maintaining work-life balance certification in Japan ("Kurumin" and "L-Boshi") by improving /introducing necessary measures, providing training opportunities
Activity / Impact 4	Finalising ISRP8
Key activities	Drafting and finalising ISRP8 and preparation for the implementation (recruitment, etc.)

(3) Resource allocation

Resource allocation (PM)

		FY2020
Expected revenues from local governments and others		37 [Million yen]
Breakdown	Service Fee from APN, JISE and TSU	15
	Profit from bonds, foreign exchange profit	9
	IGES membership fee and others	13
Approximate total of personnel budget		139 [Million yen]
Staff composition	Principal Staff (2) Senior Staff (3) Professional Staff (4.2) Operation Staff (6.8) (Ref: Temporary-staff (3.6))	Total 16 [person]

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

		FY2020	
Expected expenditure*		[Million yen]	Subsidised by Kanagawa Pref.*
Breakdown	HQ building rent fee	195	◎
	Facilities for IT (including PC & Software)	114	○
	Facilities for building (including office furniture) and its management	64	○

Governance issues (BOD/BOT meetings, Remuneration for lawyer, auditor, labor and social security attorney, etc.)	24	
Facilities	22	○
Institutional Management System (Accounting, HR, other approval systems)	17	◎
Recruitment, health and benefit	11	
Communication fee such as telephone, internet etc.	8	
Printing	4	
Insurance for overseas travel	4	
Bank charge for remittance	5	
Others (office supplies, interests, etc.)	4	○
Consumption tax	82	
(Amount to be shared by TSU)	▲23	
Total	531	281.4

* ◎= 100% subsidised ○=partly subsidised

ANNEX 1: Other Projects for Public-interest Purposes

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

The TSU for IPCC-TFI provides scientific, technical and organisational support to the TFI under the supervision of the TFI Bureau (TFB) to fulfil the following two objectives:

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

The activities planned for FY2020 are explained in (1) to (5) below.

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

The IPCC Inventory Software helps inventory compilers to estimate emissions and removals of greenhouse gases according to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories (2006 IPCC Guidelines). The work for the enhancement of capacities for the Land Use, Land-Use Change and Forestry (LULUCF) part of the Agriculture, Forestry and Other Land Use (AFOLU) sector is ongoing, and is expected to be completed in late 2020. Other planned relevant updates of the software for FY2020 are for the enhancement of capacities in the Industrial Processes and Product Use (IPPU) and Energy sectors, uncertainty analysis, and key category analysis. 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>). In addition, the TSU will continue providing technical support to users.

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

The IPCC EFDB is a database of emission factors and other parameters whereby national experts can find nationally appropriate values to develop national GHG inventories in accordance with the IPCC inventory guidelines. In FY2020, the TSU will continue enhancing EFDB's usefulness by improving its user-friendliness, collecting data, organising relevant expert meetings and supporting the EFDB Editorial Board as well as implementing other activities to improve the database (e.g. updating the EFDB website, streamlining types of parameters in the land sector, and production of the update of the off-line version). TSU will also continue popularising EFDB at various climate meetings.

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

Based on the decision IPCC/XLIX-7 adopted at the 49th Session of IPCC in May 2019, the TSU started activities for preparatory work for the Methodology Report on Short-Lived Climate Forcers (SLCF) following the conclusions of the expert meeting in May 2018 at WMO in Geneva. In FY2020, the TSU will do such preparatory work; in particular, TSU will carry forward technical analysis work of available methodological information, will organise and hold two expert meetings on methods for estimating SLCF emissions, and will produce reports with relevant outcomes of the expert meetings.

(4) Inventory Internship Programme

In FY2020, this programme will not be implemented.

(5) Collaboration with Other Organisations

In FY2020, the TSU will continue cooperation with other organisations on inventory-related matters. For example, the TSU will contribute to inventory-related capacity building programmes implemented by UNFCCC, National Institute for Environmental Studies (NIES), Global Forest Observations Initiative (GFOI), Food and Agriculture Organization of the United Nations (FAO) etc., by sending the head and/or programme officers as resource persons and providing inventory-related supporting materials developed by the IPCC TFI. The TSU will also collaborate with other projects in IGES, where appropriate, on matters relating to estimation of greenhouse gas emissions and removals.

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

APN is an intergovernmental network that is promoting collaborative research and capacity development of scientists in developing countries 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 FY2020, APN is planning to conduct the following activities based on the Fifth Strategic Plan (2020-2024) that will be developed in due course; however, the contents of those activities may change according to the developments of the COVID-19 pandemic, and other issues.

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

To deepen the understanding of global change and its influences in the Asia-Pacific region, and to contribute to the development of a sustainable society by providing scientific input on global change to policymaking, APN will conduct the FY2020 call for proposals on international collaborative research projects.

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

As part of a programme that focuses on developing the scientific capacity of developing countries, APN will support the implementation of training and workshops to facilitate cooperation and sharing of information among early-career scientists and other stakeholders under the research topics of APN.

(3) International Forums and Workshops etc.

i. Proposal Development Training Workshop (PDTW)

To enhance the capacity of early-career scientists in member countries to develop proposals and compete effectively in the call for proposals, APN has organised the Proposal Development Training Workshop (PDTW) every year. In FY2020, the PDTW will be held in South Asia.

ii. Joint activities with Hyogo Prefecture

In collaboration with Hyogo Prefectural Government that hosts the Secretariat and provides continuous support, APN will organise and provide assistance to hold international seminars to increase the awareness of citizens on environmental matters.

(4) Others

i. Steering Committee Meeting and Other Meetings

APN will organise meetings for the Intergovernmental Meeting, the Steering Committee, the Scientific Planning Group (SPG), the SPG Sub-Committee and the Capacity Development Committee in FY 2020.

ii. Subregional Committee Activities

APN will conduct necessary activities in the subregion of Temperate East Asia, Southeast Asia and South Asia to discuss common challenges and research needs at the subregional level that address policy needs of member countries.

In addition to the above activities, APN will organise a scoping meeting to establish a subregional committee for the Pacific.

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

There is global concern over the severity of environmental problems, and conservation of biodiversity is gaining attention all over the world. In FY2020, the Japanese Center for International Studies in Ecology (JISE) will further strengthen and develop initiatives towards the realisation of a sustainable society that has been its objective since the Center was established. Through the development of research work and practical activities on both the regional to global levels, JISE will conduct work based on ecology, ranging from the conservation and restoration of local ecosystems, to the revitalisation and creation of the global environment.

(1) Research Projects

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

For domestic research, focusing the environmental protection forests planted from the 1970s by the Miyawaki-method, JISE will proceed to evaluate their structure and functions for disasters prevention such as fire protection and environmental protection based on survey data collected locally. Research is also conducted on biodiversity evaluation methods and environmental education for rural Satoyama. JISE supports the preservation of biodiversity in Kanagawa Prefecture and contributes to the Prefecture's initiatives in the field. JISE continues to promote regional forest creation and nature restoration, monitoring regenerated forests, and adaptive management in collaboration with local governments, private companies, NPOs, citizens and others. In addition, JISE will strive to enhance collaborative research with other educational and research institutes in terms of biodiversity conservation and forest creation.

(2) Capacity Building

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

(3) Interaction

JISE 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 (3 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.

ANNEX 2: List of the United Nations Units, International Networks/Initiatives or Organisations that IGES hosts, serves as Secretariat for, or has Collaborative Agreements with

(As of March 2020)

United Nations units (4)

No.	Name of the unit	Year (hosting division at IGES)
1	Intergovernmental Panel on Climate Change (IPCC) Task Force on National Greenhouse Gas Inventories (TFI) Technical Support Unit (TSU)	September 1999- (HQ)
2	IGES Centre Collaborating with UNEP on Environmental Technologies	March 2015- (HQ)
3	United Nations Framework Convention on Climate Change (UNFCCC)-IGES Regional Collaboration Centre (RCC)	September 2015- (BRC)
4	The Technical Support Unit for the Assessment of Invasive Alien Species (TSU-IAS) for the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)	February 2019- (TSF)

Networks to which IGES serves as the secretariat (11)

No.	Name of the network	Main function
1	ASEAN SDGs Frontrunner Cities Programme / High Level Seminar on ESC (HLS ESC)	Regional network which promotes bottom-up innovative practices/policies by ASEAN's frontrunner cities. The annual HLS seminar is the face-to-face networking event under the East Asia Summit Environment Ministers (EAS EMM) (ASEAN+8) framework.
2	Asian Co-benefits Partnership (ACP)	Network to support the mainstreaming of co-benefits into sectoral development plans, policies and projects in Asia launched at the Better Air Quality 2010.
3	Asian Environmental Compliance and Enforcement Network (AECEN)	Regional Network of national and sub-national agencies from Asian countries committed to improving compliance and enforcement launched in 2005 with support from the USAID and partner organisations including ADB, USEPA and UNEP and others.
4	Clean Asia Initiative (CAI)	Initiative to help economic development in Asian countries to leap over environmental degradation by passing on Japan's experiences of technologies, organisations, and systems.
5	International Institute for Applied Systems Analysis (IIASA) Japan Committee Secretariat	Research collaboration currently focuses on solving global scale problems mainly in the field of systems analysis.
6	International Research Network for Low Carbon Societies (LCS-RNet)	Researchers' network which dedicates to governmental policy making processes to promote low-carbon societies. Initiative the G8 Environment Ministers' Meeting.
7	Japan Climate Leaders' Partnership (JCLP)	Support Japanese private-sector network to promote the transition to sustainable and low-carbon society.
8	Knowledge Hub of the Asia-Pacific Water Forum	One of the regional water knowledge hubs to generate and share water knowledge and building capacity in the Asia-Pacific region.
9	Low Carbon Asia Research Network (LoCARNet)	Asian Researchers' network to facilitates science-based policies for low-carbon development in the Asian region, launched by LCS-RNet
10	SWITCH-Asia Sustainable Consumption and Production Facility	Facility to provide information on the SWITCH-Asia grant projects and contribute to a wider dissemination of information material on SCP. The facility is jointly implemented by GIZ, IGES and adelphi.
11	Water Environment Partnership in Asia (WEPA)	Network to improve the water environment in Asia by strengthening water environmental governance.

Collaborative agreement (34)

No.	Institute	Scope
International organisations (11)		
1	Asian Development Bank (ADB)	Climate change, wastes, energy, water resources
2	IPBES	Establishment of and collaboration through the IPBES-TSU for the Assessment of Invasive Alien Species
3	International Council for Local Environmental Initiatives (ICLEI)	City level collaboration for sustainable cities
4	ICLEI Japan	City level collaboration for sustainable cities
5	International Institute for Sustainable Development (IISD)	Knowledge exchange
6	Secretariat of the Convention on Biological Diversity (SCBD)	Implementation of the Capacity building project for the implementation of IPBES Asia-Pacific Regional Assessment
7	United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)	SDGs, knowledge sharing and mutual support to conferences
8	United Nations Environment (UNEP)	Climate change, wastes, air pollution
9	UNEP-International Environmental Technology Centre (IETC)	Establishment of Collaboration Centre on Environmental Technology
10	United Nations Framework Convention on Climate Change and its Kyoto Protocol (UNFCCC)	CDM data exchange
11	UNFCCC	Establishment of and collaboration through the UNFCC Regional Collaboration Centre (RCC)
Research collaboration (13)		
1	Asian Institute of Technology (AIT)	Policy research on sustainable development
2	Asia-Europe Foundation(ASEF) The Stockholm Environment Institute(SEI) The Hanns Seidel Foundation(HSF) ASEM SMEs Eco Innovation Center (ASEIC)	Contribution to the Asia-Europe Environment Forum (ENVforum) to foster inter-regional cooperation between Europe and Asia on sustainable development and its environmental dimensions.
3	Earth League Institutional Members	To express intention to be an institutional member of the Earth League
4	Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE), Viet Nam	Research collaboration on major topics incl. SDGs, Low-carbon development, Green tech. and Innovation, Circular economy
5	International Centre for Integrated Mountain Development (ICIMOD)	Research collaboration on natural resources management
6	Korea Environment Institute (KEI)	Research collaboration in the major thematic areas incl. climate change
7	National Environment Commission (NEC), Royal Government of Bhutan	Research collaboration in the area of climate change and its impact in Bhutan
8	National Institute of Ecology (NIE), Republic of Korea	Research collaboration on ecological management and conservation
9	New York Declaration on Forest (NYDF) Assessment Partner	Collaboration in supporting activities associated with NYDF Progress Assessment
10	PT Sarana Multi Infrastruktur (PT SMI), Indoensia	Research collaboration towards realisation of SDGs
11	Sino-Japan Friendship Center for Environmental Protection	Research collaboration on environmental protection
12	The Energy and Resources Institute (TERI)	Mutual agreement to host desk each other
13	United Cities and Local Governments Asia Pacific (UCLG) Asia Pacific Regional Section (ASPAC)	Promoting and advocating Voluntary Local Review (VLR) as a mechanism for local governments to monitor SDGs
Cities (5)		
1	City of Yokohama (Y-PORT)	City level collaboration for sustainable cities in Asia
2	Kanagawa Prefectural Government, Board of Education,	Collaboration for Kanagawa Prefectural High School Learning Consortium
3	Kawasaki City	City level collaboration for sustainable cities in Asia
4	Shimokawa Town	Technical cooperation on promotion of SDGs
5	Toyama City	Technical cooperation for decarbonised urban development

Japanese Universities (5)		
1	Hiroshima University	Personnel exchange, research collaboration
2	Nagoya University	Implementation of the IUC-J project at the IGES Tokyo Sustainability Forum
3	Tokyo Institute of Technology	Personnel exchange, research collaboration
4	Yokohama City University	Personnel exchange, research collaboration
5	Yokohama National University	Personnel exchange, research collaboration

Other (membership, etc.) (6)

	Institute, network or initiative	Scope
1	Japan Consortium for Future Earth (2013-)	Collaboration on research and knowledge exchange
2	Rockefeller Foundation 100 Resilient Cities program (2016-)	Platform partner to support resilience strategy formulation
3	Sustainable Development Solutions Network (SDSN) Japan (2015-)	Collaboration on research and knowledge exchange on SDGs
3	UNEP Finance Initiative (UNEP FI) (2017-)	Joined as a Supporting Institution
4	United Nations Economic and Social Council (UN ECOSOC) (2003-)	Contribution to the work of UN
6	United Nations Global Compact (UNGC) / Global Compact Network Japan (GCNJ) (2015-)	Collaboration on knowledge exchange on SDGs
-	UNEP consultative status	Under accreditation process (as of March 2020)