

Integrative Strategic Research Programme of IGES for the Fourth Phase

30 March 2007

Programme Management Office

I. CONTEXT

1. Introduction

The IGES Board Meeting held in February 2006 approved “The Basic Framework of the Future Research Strategy at IGES beyond FY 2006”, which was a summary of the major points contained in the paper entitled “IGES Research Strategy beyond FY 2006” tabled for the preceding Informal Meeting. In the paper the establishment of a Programme Management Office (PMO) was proposed to develop the Integrative Strategic Research Programme (ISRP) of IGES, in particular, for the fourth research phase.

The PMO was established on 1 April 2006. Subsequently, a series of actions were taken to develop an ISRP. Between April and June, regular PMO meetings, a PMO retreat and an all-IGES meeting were held to solicit ideas from all IGES staff for subjects to be studied in the Fourth Phase. The Programme Managing Director regularly reported the progress to the Project Leaders (PL) meetings and submitted the first draft of the ISRP to the Board of Directors (BOD) meeting in June 2006. The BOD welcomed the progress made by the PMO, and supported the basic thinking and directions of the draft. Since June the programme has been further developed, taking into account comments and advice received at the BOD and other meetings. Detailed discussions on each project proposals were made at a series of bilateral meetings with IGES President, and close coordination had been secured through a PMO retreat and PMO meetings. The second draft of the ISRP, dated 15 December, was circulated among the members of the BOD, the Board of Trustees (BOT), the Research Advisory Committee (RAC), and other selected external reviewers in December 2006. The second all-IGES meeting was held on 12 January 2007 to provide a forum to share views on the second draft among all staff members. On 27 February 2007, the Nineteenth Informal Meeting of Directors and Trustees of IGES reviewed the final draft. Based on the presentations made by researchers, clarifications were made on remaining points and valuable suggestions were obtained to further improve the draft. This paper presents the final outcome of the best efforts in understanding and integrating these valuable comments from members of the BOD, the BOT and the RAC, as well as from external reviewers. In revising drafts of ISRP and its project components, transparency was ensured as major points of discussions were made available to all staff though the computer network.

This paper together with individual project proposals and other document attached constitutes the “Integrative Strategic Research Programmes for IGES for the Fourth Phase”.

2. Mission of IGES

The “IGES Research Strategy Beyond 2006” emphasised once again the importance of respecting the IGES Charter which clearly spells out the aims of the IGES mission. These aims include:

- (i) to conduct strategic and solution-oriented research on policies and practical solutions,
- (ii) to focus mainly on the Asia-Pacific region, and
- (iii) to make the results applicable to the actual policy-making processes of various stakeholders.

The definition of strategic and solutions-oriented research remains debatable but important. In an IGES retreat held in 2005, all IGES staff concurred that strategic research was characterised as, among other things:

- (i) problem-driven, (vs. curiosity-driven),
- (ii) solution-oriented, (vs. theoretically-oriented),
- (iii) necessarily multi-dimensional and inter-disciplinary, (vs. single dimensional and single discipline based),
- (iv) having an emphasis on synthesis and integration, (vs. research on reductionism), and
- (v) providing results in “real time,” (vs. “future time” when research is completed).

The above is a vast simplification, but it does point to distinctions that are important. In fact, strategic research is not to study the policy as an end in itself, but rather to go beyond specific policies, to come up with policy options that may better serve to achieve specific goals.

3. Assessment of IGES --- its strengths and weaknesses

Nine years have passed since IGES was established. Over this time IGES has developed its own structure, modus operandi, individual research capacity and tangible outcomes. In the process, a few projects have generated positive results that were widely recognised by influential stakeholders, while other projects failed to produce the expected results. Taking stock of what has happened to IGES, the PMO identified the following strengths and weaknesses:

Strengths

- (i) modest but sound financial basis,

- (ii) multinational staff with multifarious backgrounds,
- (iii) close association with relevant international and regional organisations, and
- (iv) direct involvement in a number of international and regional policy processes.

Weaknesses

- (i) too dependent on the core funding from the Government of Japan and from the governments of Kanagawa and Hyogo prefectures and the city of Kitakyushu,
- (ii) staff members with relatively limited exposure to different career opportunities,
- (iii) high staff turnover resulting in a lack of cumulative knowledge,
- (iv) lack of professional mentors and role models, and of clear leadership, in part as a result of part-time PLs, and
- (v) lack of teamwork and limited collaboration among different projects.

As IGES participated in many international and regional policy forums, it has become well-known internationally in spite of its short history, but only by its title. In fact, IGES has not necessarily succeeded in building a sound reputation based on achievements in its strategic research and professional outcomes, since IGES as an institute has not yet produced many significant outputs. IGES's core competence and major outputs were sometimes brought into question at BOD, external reviews and other related forums. For example, one may recall that IGES spent more than three years to complete its flagship product, the first IGES White Paper, though it was well received internationally as well as in Japan.

4. Change in External Conditions

IGES is now moving into the fourth phase of research. Over the past three phases, it has seen many new developments to strengthen global as well as regional environmental regimes, and to better deal with the increasing trans-boundary environmental issues. This trend is quite prominent in Asia-Pacific, which is the most dynamic economic growth centre of the world. The promotion of sustainable development has become a central policy agenda, although how sustainable development is embodied in various parts of Asia and the Pacific still remains as a daunting challenge. This is because economies become more and more globalised, and because unsustainable lifestyles have been and continue to be proliferating universally. Clearly, growing concerns about how to advance sustainability agenda provide IGES with expanding opportunities.

On the other hand, the landscape surrounding IGES on access to financial resources has drastically changed, particularly in Japan where IGES is located. Overall, there is a demand for efficiency in

even knowledge-based institutes including universities and public research organisations. Many public bodies were privatised, or became less dependent on the government, and more competitive schemes have been introduced into the research funds. To acquire such research funds, institutions must capitalise on past academic achievements to demonstrate their viable capacities to conduct research. This new circumstance poses a serious challenge for IGES, as the achievements of IGES are yet less significant compared to other long-standing institutions.

The ISRP should take fully into account these changes in external conditions surrounding IGES. Clearly, IGES should be more proactive in addressing the emerging new environmental challenges, and should be more serious about producing quality results, while making greater efforts to be competitive in securing funds for its core activities not only in Japan but also outside Japan.

II. INTEGRATIVE RESEARCH PROGRAMME

1. Spectrum of IGES Activities

IGES activities consist of research, studies and other activities.

Research is the core activity of IGES. As stated above, IGES conducts strategic research, which is problem-driven, solution-oriented, multi-dimensional and inter-disciplinary. A few research areas are selected for each phase to address priority issues in the region. Observation and identification of emerging critical issues (i.e. observatory function) is to be conducted in each research area. Within the overall boundaries of research areas, several research projects are developed. Research projects examine, in detail, critical issues facing the region in a systematic and scientific manner. Research findings are to be fed into important policy processes for better and informed decision-making. Indeed, research is seen as strategic not only because it addresses priority environmental issues in the region but also because it gives timely advice and input to ongoing decisions regarding these issues at local, national, regional and international levels.

Studies are mostly linked to on-going policy processes. Since IGES is closely associated with a number of international and regional processes and organisations, there is a great need to prepare various types of papers for presentation and discussion. Some papers can be produced quickly by compiling materials already available, but others require in-depth analysis. Studies are usually small in scale and short-term, and in many cases commissioned by governments, international organisations and forums. Ideally, research findings can form a sound basis and information, upon which relevant and timely recommendations are made in the study.

There are other activities closely related to research and studies. They include, among other things, linkage to various initiatives and processes promoted by international organizations and forums, service for various operations of the Asia Pacific Forum for Environment and Development (APFED) as the secretariat, synthesis of research results, and development of databases on good practices to promote sustainable development at various corners of the region.

As the Charter of IGES clearly indicates, IGES should “carry out policy oriented research and related activities ... to make the results of the strategic research applicable for policy-making and decision-making...” Indeed this IGES mandate is met only when research is systematically linked to studies and other activities. As the word “integrative” indicates, the most important element of ISRP is that there should be horizontal interaction, cross fertilisation and synthesis among research projects selected, studies and other activities of IGES.

This following chapter will discuss research areas and projects first, followed by elaboration on studies and other activities.

2. IGES Research for the Fourth Phase

2-1. Research Areas

(1) Six Research Areas

The “IGES Research Strategy Beyond 2006” indicated that the current six research projects in six areas should be maintained, in principle. The six research areas were (i) climate change, (ii) urban environmental management, (iii) forest conservation, (iv) water resources management, (v) business and sustainable society, and (vi) environmental education and capacity building. These six areas had been identified in response to the needs of the Asia Pacific region in the course of preparation of IGES through discussions with major stakeholders in various countries of the region. The “IGES Research Strategy beyond FY 2006” stressed the importance of maintaining these six areas because they still remain as fundamental challenges facing many countries in the region. There are other environmental issues such as desertification and marine pollution, but due to limited capacity, the IGES Board decided to focus the scope of the research areas to these six areas at this point in time. Up to the Third Phase, out of each of the six areas, only one project was designed and implemented.

However, in the Fourth Phase, the urban environmental management area has been modified. In the

Third Phase the urban environmental management project had three major components: climate change and urban air pollution; water pollution and supply, and solid waste management. As economies of the region have become more integrated, solid waste and resources management issues is now an important regional agenda, which deserves full international attention. In view of this, it is proposed that the project shifts its focus to waste and resources, and the other issues (i.e. climate change and urban air pollution, water pollution and supply) will be covered by the two research projects of climate change and of water resources management respectively. A new project, sustainable use of biofuels in transport in Asia: policy implications and options (see details in the next section), will also cover areas of urban environmental management and climate change.

Here it may be helpful for the reader of this paper to understand what kind of focus IGES is going to have within the scope of the six target areas in relation to the proposed research projects. Figure 1 illustrates the scope of a programme research framework to locate project focus points. It has three axes that show (i) issue areas, (ii) society levels, and (iii) applied research methodologies. First, the horizontal axis shows that the IGES focus continues to be on six areas, which are critical to Asia and the Pacific. This ensures the relevance of IGES research to actual policy needs to be addressed in the region. The second horizontal axis shows what level of governmental or social structure a project focuses on. Due to limitations on human and financial resources, each project cannot deal with issues at all levels of society. For example, the Climate Policy project to be outlined in the next section focuses mainly on international issues, while the Forest Conservation project mostly deals with local and community issues. The vertical axis indicates the methodological or disciplinary approaches to be employed by a project. There are various research methodologies in conducting a strategic research project. It is, however, necessary to select appropriate research methodologies, in view of the nature of the project and the expertise the project team has. A blue symbolic mark in Figure 1 shows a project that deals with an issue in the area concerned at the level indicated, using a certain methodology.

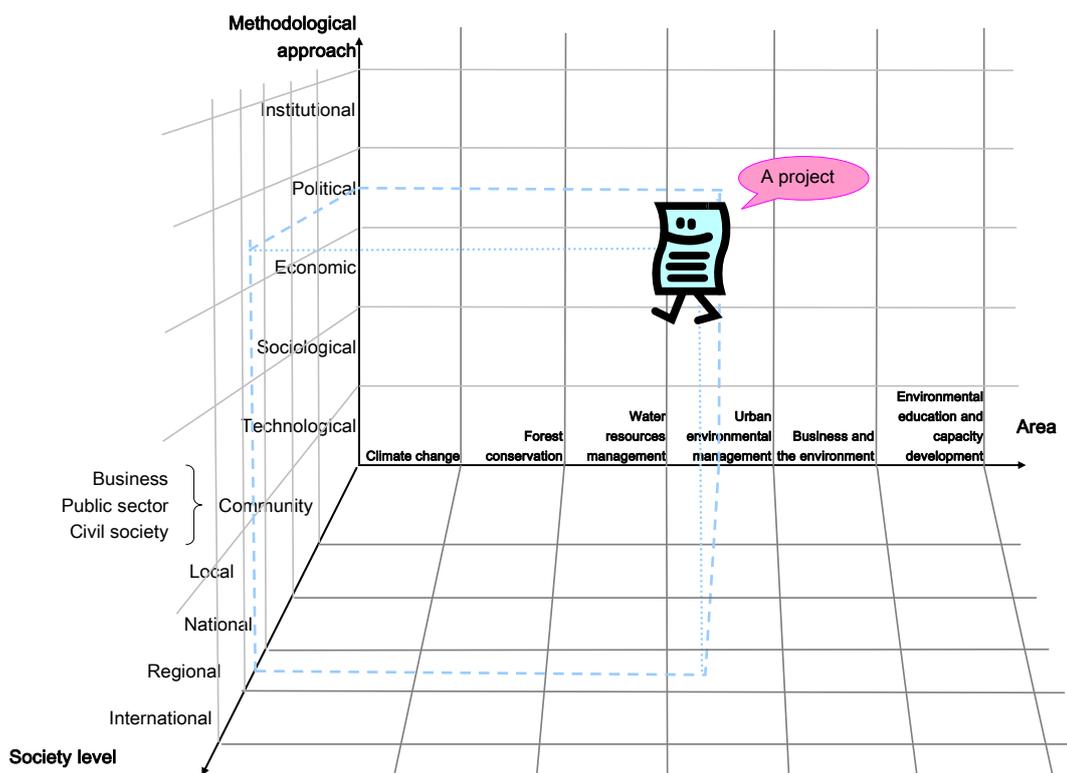


Figure 1: Programme Research Framework

(2) Cross-Cutting Concerns

IGES carried out a so-called cross-cutting project (i.e. the Long-term Perspective and Policy Integration Project) in the Second and Third Phases. This reflected the fact that a holistic view and analysis was required to deal with the needs of the region. There are many forums in which environmental matters are discussed in a comprehensive manner, and there are certainly clear needs to produce integrated outputs (e.g. IGES White Paper). To effectively deal with such needs and to coordinate research projects in an integrated manner, cross-cutting perspectives should remain an essential element of IGES activities. Several specific studies will be conducted for that purpose.

(3) Relationship between Areas and Projects

In previous phases, “areas” and “research projects” were identical. Indeed, each area had a corresponding research project. In other words, the research areas neatly coincided with the actual scope of the research project (see Figure 2). In the next phase, research areas will only delineate the widest possible sphere of IGES research. A project is usually formulated within the bounds of an

area. However, when considered appropriate, more than one project can be formulated in an area, and in other cases, the scope of a project may go beyond the bounds of one area (see Figure 3).

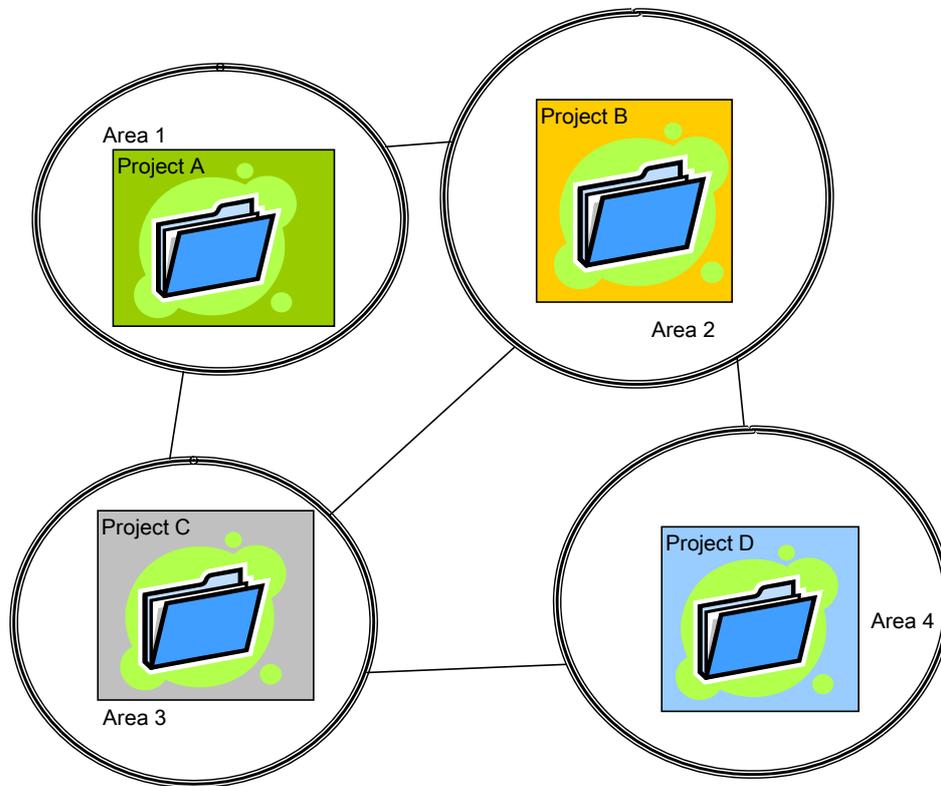


Figure 2: Areas and Projects in the Previous Phases

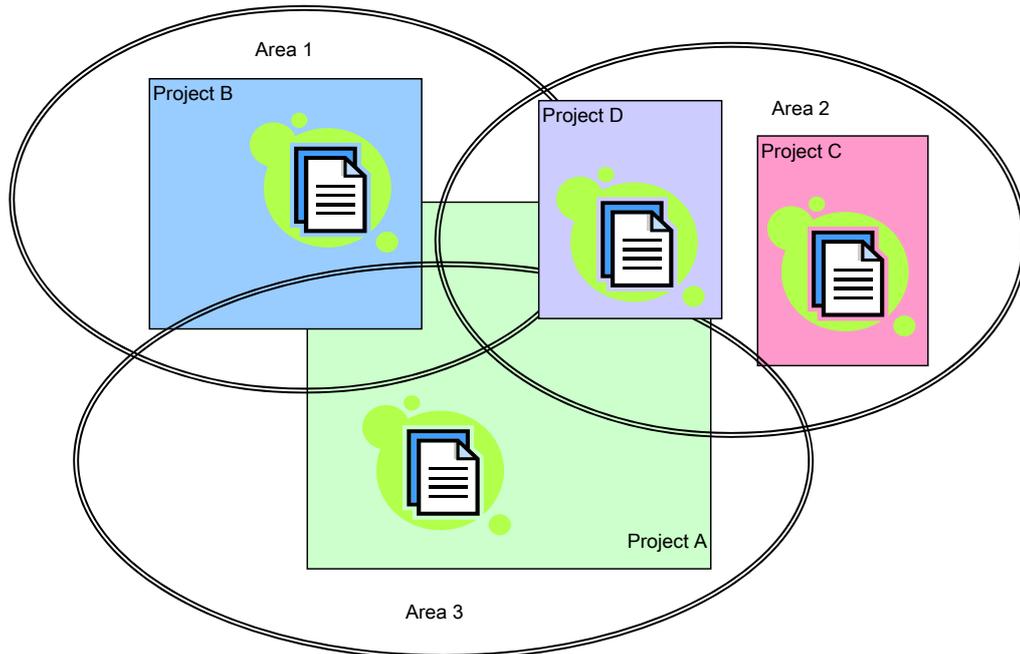


Figure 3: Areas and Projects in the Fourth Phase

Within each of the six areas, staff allocated to a project concerned should have an observatory function, and should conduct synthesis and meta-analysis, as appropriate, in collaboration with the PMO. Here, the importance of synthesis-type work should be emphasised. First it is certainly the kind of work required if IGES is involved in policy processes as the lead agency. Second it will always give the right perspective or context to individual research. This, in turn, will be useful in producing overview-type documents for policy makers, such as the IGES White Paper.

2-2. Research Projects

(1) Project Method

The project method continues to be the major mode of operation within IGES. The project approach ensures timely outputs on certain critical issues working in a spirit of mutually supportive teamwork. It is true that the project approach in the past has tended to strengthen compartmentalisation of project teams and hence created barriers among projects. The new management system elaborated in section III, however, will make projects work in a more interactive manner than before. Projects in the Fourth Phase, in principle, will be conducted by involving staff with right expertise, who may work simultaneously on tasks in more than one project.

(2) Perspectives for Project Development

Figure 4 indicates an overall perspective to be kept in mind in proposing an IGES research project. First, international processes need to be scrutinised, thereby identifying critical policy issues currently being discussed. Close association with such international processes will help staff understand the real political issues underlying international debate. Second, regional implications of a relevant international process, whenever such a process exists, need to be examined. There may be regional/sub-regional processes already set up and operating. IGES staff should be involved in such processes to grasp critical policy issues being discussed. By staying close to the process, IGES staff may also be able to find out what research and activities are being, or will be conducted by other institutes for critical policy issues. Therefore, IGES staff may be able to compare strengths of those institutes against strengths of IGES, and identify comparative advantages IGES may have on a particular issue. Further, IGES staff should always be aware of its own mission stipulated in its Charter, and its capabilities. In addition, the possibility of external funding should always be considered, as this will indicate in many cases commitment of the major stakeholders to the project in which IGES will be involved.

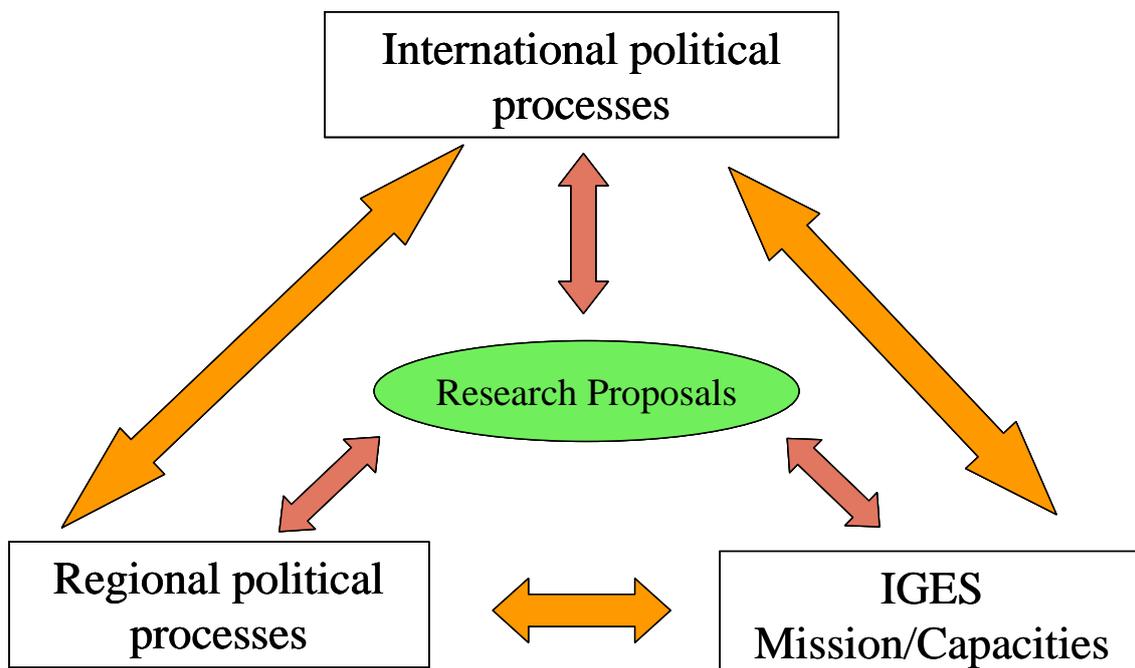


Figure 4 Overall Perspective for Research Project Development

The above thinking leads to the following four project selection criteria as shown in Figure 5:

(i) policy relevance, (ii) added value, (iii) regional/international context, and (iv) external funds. These four criteria are elaborated below.

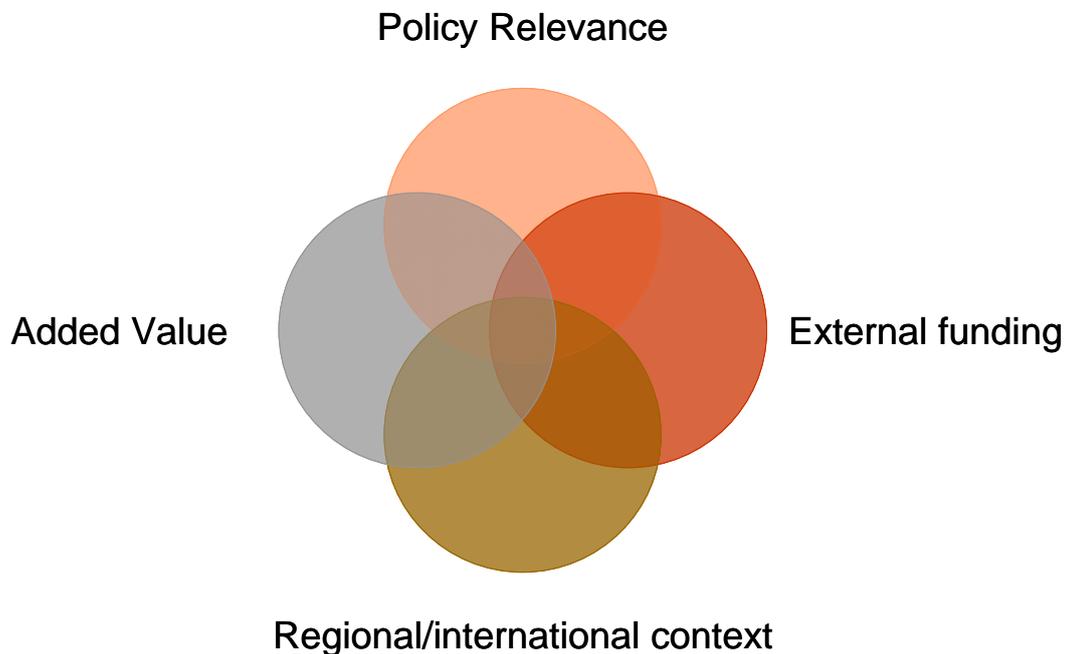


Figure 5: Four Project Selection Criteria

(3) Four Project Selection Criteria

(i) Policy Relevance

Involvement in actual policy processes will help identify critical policy issues in a timely manner. Processes in which IGES has been significantly involved indicate areas for possible expansion and strategic research focuses. For example, IGES has been the secretariat of the Kitakyushu Initiative and APFED. This substantial involvement was possible because of the trust that has existed with the lead agency, and this involvement has helped identify key areas for study. Another example is in the climate change area. IGES has been closely associated with climate negotiations through, for example, organising major workshops. Major channels of IGES' involvement have helped IGES focus upon adaptation, the clean development mechanisms (CDM) etc.. In contrast IGES was invited to a number of political and academic meetings/forums, but its involvement was only as a participant. Such cases have not necessarily contributed to identifying specific policy issues to be studied.

Indeed, it is important to recognise the difference in the levels of involvement in various policy processes. If IGES is playing a key role, such as overall coordination as the secretariat, issues

identified in that process will be more relevant to IGES than other issues. In other words IGES puts more emphasis on studying specific issues particular to the processes that IGES is heavily involved in, rather than general ones irrelevant to the institute. This ensures that IGES inputs are more relevant and effective in generating impacts.

(ii) Added Value

There are many institutes and universities working on global environmental issues. Most of them have been operational for many years and have developed strong niches and competences. IGES, not being a fully matured institute, may not be able to create any newly added value, even if it takes up certain issues for research. It is, of course, ideal if a proposed research project can generate added value in the academic sense. But in cases where it is considered that the proposed research will not generate new strategic value, then it is wiser for IGES to spend its limited resources on other issues where it has comparative advantages. This leads us to the question of where IGES can identify niches for its research. As stated earlier, IGES was substantially involved in a number of important policy processes. Such involvement will help IGES identify areas where it can make meaningful and visible contributions, i.e. niches for IGES.

(iii) Regional/International Context

The IGES Charter clearly indicates that IGES should conduct research on innovative environmental strategies particularly for Asia and the Pacific. This means that IGES studies should address concerns held by countries in the region. If not, IGES should not get involved in such an endeavour. IGES research could certainly be developed only for one country if subjects to be studied match regional/international concerns, but it is nevertheless important to recognise that studies focussed on one country tend to be more limited in applicability to other countries than multi-country studies. Studies that have wider geographical scope, in general, are more likely to be meaningful in the light of meeting diversified concerns held by countries in the region.

(iv) External Funds

Up to now, IGES lacked a clear policy regarding external funding. As touched upon in section I.4. above, the external conditions surrounding IGES have necessitated it to systematically and strategically address this issue. In order to obtain external funds, IGES has to be trusted by the funding agency because the level of funds given to IGES reflects the level of trust and expectations of the funding agency. Building trust is laborious and time-consuming work. Nevertheless IGES staff

should be more involved in the efforts to increase the volume of external funds.

Also important is the way research is conducted at IGES. It is more relevant that research is conducted in such a way that not only IGES, but institutes in other countries in the region are fully involved.

(4) Seven Research Projects

After long and intensive discussions within IGES, the PMO process has reached a conclusion that the following seven projects should be proposed for the fourth phase of IGES research. All of them have been developed within the boundary of the six areas. All of the seven projects below have been evaluated against the four criteria explained in the previous pages. Project proposals currently submitted for review are to be implemented over the next three years. Details are included in the individual proposals attached to this document as Appendix I.

Climate Change Policy Area

Climate change continues to be the highest IGES research priority. There are two research projects proposed in this area.

(i) “Climate Change Policies in Asia in the context of International Climate Regime” (Climate Policy project)

The first project is basically a continuation of the current climate change project. Clear focus will be placed on developing countries in the region. Policies to implement CDM and to facilitate adaptation to climate change will be examined. In addition, ways and means to enable the region to play a proactive role in designing a post-2012 climate regime will be identified, and measures to facilitate effective climate change policies by looking at co-benefits in key sectors will be analysed.

(ii) “Sustainable Use of Biofuels in Transport in Asia: Policy Implications and Options” (Biofuels project)

This project is new and will focus upon biofuels. In response to the recent increase in oil prices and continuous efforts to reduce greenhouse gas (GHG) emissions, many countries have taken, or are in the process of taking measures to promote biofuels. This research will propose innovative ways, both at national and regional levels, to promote environmentally sound production and consumption of biofuels in the region and analyse the extent to which GHGs could be reduced.

Forest Conservation Area

The proposed research, “Forest Conservation, Livelihoods and Rights” (Forest Conservation project), extends the current IGES research on forest management to include emerging issues in the region. The six components of this research cover forest regulatory regimes, alternative livelihood creation, forest certification seen from both the supply and the demand side, public timber procurement policies and enhancing the role of border control agencies to curb the illegal wood trade. Considerable effort has been made to secure external funds and to design and implement the research components with the collaboration of other research/developmental institutions that have complementary expertise.

Water Resource Management Area

The proposed research entitled “Enhancing Access to Safe Water through Innovative Water Quality Management” (Freshwater project) has two focuses. The first one is to address deficiencies of the current water quality management policy framework in urban areas of the region, and the second focus is the ground water quality management for increasing available safe water sources. The second component is an extension of what has been completed in the Third Phase.

Urban Environment Management (Waste and Resources) Area

The project proposed for this new area is “Integrated Waste Management and Resource Efficiency” (Waste and Resources project). There are four focuses. The first component will examine effective strategies to help formalise the informal waste management practices in developing countries. The second component will examine applicability of the eco-town approach to selected countries in the region. The third component will examine in detail how the Extended Producers Responsibility can be introduced in countries in the region in ways that have fully taken into account local social and economic conditions. The last component will examine how the precautionary principle can be adopted in developing countries in Asia and the Pacific, given the global initiative to promote sound chemicals management.

Business and the Environment Area

The proposed project, “Pro-active Policies and Business Strategies for Strengthening Corporate Environmental Management in Developing Asia” (Business and the Environment project), will examine how business needs to operate amid changing environmental demand, and what kind of policies would help strengthen corporate environmental management in developing countries in the region.

This project will be conducted in close coordination with related components of other research projects. The related components are as follows. The Climate Policy project assesses the role of Asian businesses and industries, in terms of their meaningful participation in the global carbon market, not only under the current Kyoto regime but also under the post-2012 regime. Further, the Forest Conservation project will work with small forest enterprises in developing countries to assess the effectiveness of forest certification schemes.

Capacity Development and Education Area

The proposed project entitled "Capacity Development and Education for Sustainable Development" (Capacity Development and Education project) will detail the sequence of information and knowledge acquisition, people's perceptual and behavioral changes, and their impacts on environmental performance. It gives particular focus to the elements that are expected to catalyse the enhancement of education and capacity development, namely (i) environmental education, (ii) access to information, and (iii) stakeholders involvement.

This project will be also conducted in close coordination with related components of other research projects. The related components are as follows. The Freshwater project, for example, looks at the roles of relevant stakeholders in implementing conventional water pollution control systems, and investigates a system to motivate these stakeholders to take effective actions. The Climate Policy project aims to strengthen human and institutional capacity for effective implementation of CDM in selected Asian countries.

2-3. Studies

The PMO process has also concluded that some studies have to be promoted in a way that stimulates constructive interaction with the proposed seven projects above. Four specific studies closely related to on-going policy processes have been identified, details of which are attached to this document as Appendix II. An outline of these studies is provided below:

(i) Promotion of Urban/local Initiatives for Sustainable Society

This study will analyse local policies to address in particular serious urban environmental problems in the region. This study will be closely related to the Kitakyushu Initiative of the United Nations Economic and Social for Asia and the Pacific (UNESCAP), with which IGES has been functioning as the secretariat for several years.

This study will be conducted in close coordination with related components of other research

projects. The related components are as follows. The issue of waste pickers, for example, observed in many cities in the region will be studied as one of the components of the Waste and Resources project. Also, the Freshwater project will look at institutional arrangement in managing urban water quality, and propose ways to strengthen existing arrangements.

(ii) Economic Integration, Trade and Strategies for Sustainable Development

The study was originally developed in partnership with the Network of Institutes for Sustainable Development of the United Nations Environment Programme (UNEP), and later strongly linked to the Working Group on Trade and the Environment of the Tripartite Environment Ministers' Meeting between the People's Republic of China, Republic of Korea and Japan (TEMM). Potential environmental impacts associated with free trade agreements in the region, as well as effective policies to deal with environmental impacts are to be analysed.

(iii) Sub-regional Environmental Management and Development of Indicators for Sustainable Development Planning

The third study is a part of the "Strategic Environment Framework for the Greater Mekong Subregion Phase II", funded by the Asian Development Bank (ADB) and its partner organisations. IGES is responsible for improvements in indicators for sustainable development for countries in the sub-region, and for expanding the environmental performance assessment approach to the local level.

(iv) Environmental management in Northeast Asia.

This is a joint study being conducted under TEMM. The current environmental management system in Northeast Asia is critically evaluated in the light of future environmental challenges of the sub-region, and options to improve the current setting will be proposed for the consideration of TEMM.

These studies are to be conducted by the PMO, because, as explained above, all of them are closely linked to on-going policy processes/forums, in which IGES is fully involved and for which the PMO is responsible within IGES. Naturally, they are all process-driven, and all of them are financed or co-financed by parties involved in the processes concerned. Results of each of these studies are expected to be fed into the policy processes concerned in a timely fashion.

2-4. Other Activities

There are four broad categories of activities other than research projects and studies. They are (i) linkage to international organisations and processes initiated by them, (ii) serving for various

activities of APFED, (iii) synthesis of results of research and studies, and (iv) development of databases.

(i) Linkage to International Organisations and Processes

One of the major strengths of IGES is the significant involvement in important policy processes and close association with a number of important international/regional organisations. Major important processes include those under the auspices of UNEP, UNESCAP, ADB and TEMM, as well as issue specific international processes, such as the United Nations Framework Convention on Climate Change, the World Water Forum, and the 3R Initiative. IGES work with these major important processes as follows.

UNEP

- (i) Contribution to the GEO 4 process of UNEP as a resource centre in Northeast Asia,
- (ii) Contribution to the Environmental Knowledge Hub initiated by the UNEP Regional Office for Asia and the Pacific (ROAP), and
- (iii) Collaboration to implement APFED showcase projects;

UNESCAP

- (i) Serving as the secretariat for the Kitakyushu Initiative, and
- (ii) Contribution to the Green Growth or the Seoul Initiative of UNESCAP.

ABD

- (i) Collaboration to promote the Greater Mekong Sub-regional environmental management, and
- (ii) Collaboration to promote 3Rs and sustainable transport in Asia.

TEMM

- (i) Joint study on environmental management in Northeast Asia,
- (ii) Contribution to the Trade and the Environment Working Group of TEMM, and
- (iii) Dialogue regarding hazardous chemicals management.

In addition, IGES has been functioning as the secretariat of the Eco Asia Congress for the Government of Japan, as well as participating in a series of meetings organised by the United Nations Department of Economic and Social Affairs. As these channels provide important opportunities for IGES to make positive contributions, the full attention of the entire IGES staff should be given to the delivery of relevant inputs in a timely manner.

Furthermore, it should be noted that IGES hosts two international initiatives, i.e. the IPCC Technical Support Unit (IPCC-TSU) and the Asia-Pacific Network for Global Change Research (APN). IPCC-TSU has recently completed its major guidelines, i.e. the “2006 IPCC Guidelines for National Greenhouse Gas Inventories” and now shifts its focus to promoting the use of the new guidelines.

IGES could develop collaboration with IPCC-TSU, for example, in conducting training sessions on CDM and other climate related matters for courtiers in the region. APN provides funds for research on global environmental issues in Asia and the Pacific. Focuses of APN do not necessarily coincide with those of IGES, but further effort is necessary to develop joint activities in the near future.

(ii) APFED

IGES has been serving as the Secretariat of APFED since its establishment in 2001. IGES supported the process of developing the APFED Final Report that contained more than 100 policy recommendations. The Final Report was adopted in December 2004. Subsequently APFED moved into the second phase to implement, together with potential partner institutes, three major activities, i.e. policy dialogues, knowledge initiative and showcase projects. To support showcase projects, a special fund was established at the UNEP ROAP in 2006, with the financial support from the Government of Japan.

The Network of Research Institutes for Environmental Strategies (NetRes) was established in July 2006 at the second APFED II Plenary meeting. Five institutes in Asia and the Pacific joined NetRes. The First NetRes meeting was held in November 2006 at the IGES Headquarters, where participants agreed to work together to implement showcase projects. They also agreed to develop other joint activities. In relation to APFED activities, IGES has developed a formal relationship, on behalf of the Japanese Government, with the Asia-Europe Environment Forum supported by the Asia Europe Foundation established under the framework of the Asia Europe Meeting, and the Asian Environmental Compliance and Enforcement Network initiated by U.S. Agency for International Development and U.S. Environmental Protection Agency together with ADB. IGES should redouble its efforts to promote a sustainability agenda through APFED together with increasing number of partners identified in the process.

(iii) Synthesis

For synthesis, IGES has recently developed two specific modes of publication. One is the IGES White Paper, and the other is a series of policy briefs.

The first White Paper was produced in late 2005, and its Japanese version was prepared in June 2006. Given daunting environmental challenges facing the region, it provided convincing argument that, based upon past studies whenever appropriate, countries in the region have no time to lose in substantially promoting policies for sustainable development. The White Paper was well received internationally as well as within Japan. IGES is committed to producing a White Paper every two to three years.

The first policy brief was also prepared in June 2005 and so far five briefs have been released in both English and Japanese. Several policy briefs have successfully received some attention from the media and key stakeholders concerned. Policy briefs are most effective if they are presented at the regional/international conferences concerned in a timely manner. Thus, much stronger linkage to international processes in which IGES is directly involved will help improve the policy briefs.

(iv) Development of Databases

IGES has developed a number of databases, particularly those related to good practices to promote sustainable development observed in various corners of the region. There is a need to improve these databases so that they provide updated information in a more consistent manner. It is also hoped that cases contained in the databases are more effectively related to IGES research and studies. Further effort will be made to produce more useful databases to meet the requirements above.

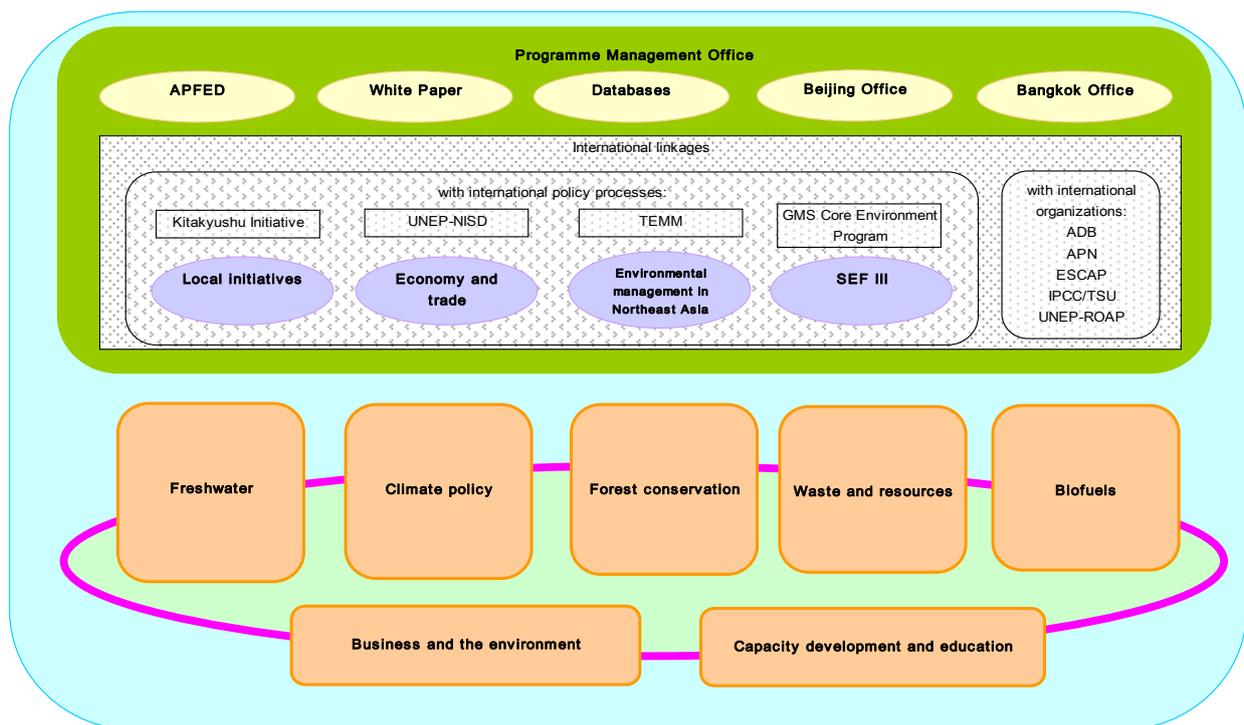


Figure 6: Seven Projects, Studies and Other Activities of the PMO

2-5 Project Portfolio

Figure 6 above schematically illustrates the seven research projects, four specific studies, and other activities as detailed in previous sections. All of these activities are to be conducted in a way that

ensures close collaboration among those staff involved in projects, studies and other activities. As a result, supported by the improved management system detailed in the next section, the overall performance of IGES for the Fourth Phase will be featured by the following:

(i) IGES will be more integrative in the next phase. This point has been already presented above with the three specific cases. Substantial integration is expected to take place in implementing two specific projects, i.e. Business and the Environment project, and Education and Capacity Development project. In addition, more coordinated analysis is expected to take place among a few different components of a couple of projects concerned and the specific study on urban/local initiatives. The PMO will facilitate this kind of interaction in a more systematic manner.

(ii) IGES will be more international, focusing upon Asia in particular. Up to the Third Phase, there were still a few projects/components mainly carried out within Japan. But now all of the proposals are to be implemented in a more regional scale, addressing important concerns held by many countries in Asia and the Pacific. In this respect, most proposals assume partnership with relevant institutes in the region.

(iii) IGES will be more strategic by taking up critical issues such as adaptation, co-benefits, and promotion of biofuels (i.e. energy and transport) in relation to climate change, illegal logging as a part of the Forest Conservation project, and hazardous chemicals management in relation to Waste and Resources project. Furthermore, emerging concerns, such as trade and the environment, continues to be dealt with as process-driven studies. Also important is the fact that IGES will be more systematically involved in relevant international and regional processes. This will ensure its strategic importance as an action-oriented research institute.

(iv) IGES will be more competent than before. Long-term involvement in specific areas such as climate change and forest conservation has already developed certain expertise within IGES. Such expertise will be further developed, as a more systematic approach will be taken to develop critical capacity such as scenario-based analysis, economic modeling and consistent policy evaluation.

III. MANAGEMENT SYSTEM

1. Management of Human Resources

(1) Staff Allocation

A project manager will be appointed for each project. A project implementation plan prepared by the project manager will specify clear terms of references for each staff to be involved. The project manager will identify suitable staff necessary for the project in consultation with the PMO. When considered appropriate, any staff member may express his/her interest in other projects. Multiple contributions to projects, studies and other activities will be encouraged rather than discouraged. However, care should be given to some young researchers who are not considered capable enough of handling more than one activity.

This system is intended to free up some staff time to be allocated to IGES activities other than the project to which he/she is assigned. This is expected to contribute to addressing understaffed situations to a certain extent. In addition, IGES should utilise other avenues to secure additional staff. Those avenues may include more strategic use of visiting researchers, short-term consultants, and interns.

For each of the proposed research projects, either four or five researchers are allocated in preparing this programme. The Climate Policy project, to which about twice as many are allocated, is an exception because it has to handle the CDM capacity development activity. The figures assumed at this moment in time, however, should be understood as indicative. The number of staff may fluctuate depending upon the extent to which each project is implemented, and whether unexpected staff turn-over takes place or not.

(2) Recruitment

A more flexible recruitment system will be introduced which will allow both short-term and long-term contracts. Some staff will be associated with IGES on a project basis, which in most cases will be short-term contracts. Others may want to be IGES staff members on a much longer term basis, catering to the needs of certain core expertise needed by the institute.

(3) Staff Evaluation

The basis for performance evaluation continues to be the overall contributions made by individual staff to IGES (i.e. projects, studies and other activities). When a staff member works for a multiple number of activities, his/her contributions shall be aggregated and evaluated in entirety. When a staff member works for a single project, for example, his/her contributions shall be likewise evaluated in relation to that project. A staff member making significant contributions, for example, to more than one projects may be better evaluated than a staff member working on a single research project. On the other hand, the scatted and shallow contributions in terms of both quality and quantity over a plural number of projects and other activities may turn out to be a negative factor in staff evaluation.

It has also been suggested that staff performance shall be evaluated not only by supervisors but also by colleagues and staff working for partner institutes that are involved in the joint research activity, where it is considered appropriate. This more comprehensive evaluation will ensure transparency and fairness. This will also encourage staff to be more aware of the needs of their clients or target audience. It is suggested, as a first step, that this comprehensive evaluation be applied to project managers/area representatives and other managerial staff of IGES.

2. Financial Management

(1) Basic Financial Target

As far as research projects are concerned, the fundamental financial target is to secure external funds to the level where all operational costs are fully covered. This will contribute to more effective use of the core fund, and will expand the overall research activities. Allocation of budget for the Fourth Phase is made broadly based upon this target. There are a couple of projects that have not yet met this target, and one project has substantially exceeded the target. The rest of the projects have broadly satisfied this target.

Those projects that have not yet satisfied the target should redouble their efforts to obtain external funds. Alternatively, staff of such projects should be more involved in other activities of IGES so that their contributions to the overall IGES activities will increase. A mechanism will be introduced to stimulate the efforts of such projects to obtain external funds.

Those projects which have substantially exceeded the target are entitled to receive additional staff to deal with the increased amount of work. Details will be developed in due course, but this arrangement will enable a project to increase its internal capacity to carry out research as well as other activities.

(2) Incentive for Cost Reduction

Cost-saving efforts are very much encouraged as such efforts will generate more funds for the essential activities of IGES. A mechanism will be introduced across the institute to have all projects more aware of the importance of cost-saving measures. Those projects that have successfully saved an amount of their budget originally allocated from the core fund will be rewarded with favourable consideration in the budget allocation for the following fiscal year.

As a matter of general financial management practice, a certain percentage of budget allocated to

each project will be retained by the IGES management at the beginning of the fiscal year and the retained funds will be released at later stages, taking into consideration progress made by the research etc.

(3) External Fund Raising

More proactive and systematic efforts have to be made to raise funds for research and other activities. This is an integrated part of the research plan development, and thus has to be coordinated with the PMO. Close collaboration with the IGES Secretariat is necessary in this respect. Staff involvement in identifying and arranging external finances will be recognised as a valuable contribution to the IGES research programme, thus a specific budget line is to be set up to cover costs for missions and other activities to obtain external funds. In this respect it is important for IGES staff to understand that funding opportunities can be created by trust developed through valuable inputs made by IGES in the policy processes involved and for the organisations associated with the institute. However, it should be clearly understood that IGES attempts to take up offers and contracts only when they are closely related to the core IGES expertise or in cases where IGES can secure an important position in a critical policy process/initiative.

3. Quality Management

IGES produces a number of products. Quality assurance of such products should be a priority activity of IGES. Each member of staff is accountable to the project manager for the quality of academic papers, workshop documents and other products he or she is expected to produce. Project managers have the primary responsibility to ensure that all documents produced in relation to their research are of high quality. In this respect, project managers are accountable to the PMO. The PMO is basically responsible for products prepared for all-IGES concerns (e.g. White Paper, policy briefs), and those related to more than one project. The PMO solicits advice and comments for members of the RAC, whenever necessary. Special research advisors are appointed, when considered necessary, to help projects produce quality products.

All work, whether research, studies or other activities, shall be performed in accordance with clear timelines. Such timelines are to be set for all tangible products to be produced within a year, and regular monitoring is conducted by project managers and/or the PMO to see whether the expected products are or will be produced in time and of a high quality. This regular monitoring is conducted to make sure corrective measures, if considered necessary, will be taken in time. A calendar of products will be prepared by project managers and the PMO and will be regularly revised, taking into account progress made by each of the activities concerned. The result of regular monitoring will

be the basis to flexibly allocate funds retained by the IGES Secretariat at the beginning of each fiscal year.

An external review will be conducted when a research project is completed, usually at the end of each phase. Several external reviewers will be invited to evaluate results of the research in question. External reviews will be conducted to receive recommendations on how to improve the quality of research.

4. Management of Information

Easy access to information and research materials, such as journals, books, conference documents and other publications, is a key to the successful performance of this institute. While the library should be strengthened, and procedure to purchase documents has to be streamlined, the first priority should be given to strengthening the computer-based search system. A serious review should be made to improve the current system so that access to essential information will be made without any significant barriers. Training, if necessary, will be provided so that all staff will become more familiar with the improved system. Also partnership with universities should be further strengthened so that any reference material and information necessary can be obtained through such partnership on an electronic basis.

Equally critical to IGES is to deliver its products to various stakeholders in a timely manner. IGES has developed a few distinctive publications in the past, including “Top News on the Environment in Asia”, Policy Briefs, the White Paper and the International Review for Environmental Strategies (IRES). Each of these publications should receive much higher priorities within IGES. Much stronger linkage between these publications and major IGES activities should be established. This will address sentiment held by some researchers that work related to these IGES publications is only an additional burden. Observation and identification of emerging issues (i.e. observatory function of each area) could be linked to the “Top News on the Environment in Asia”; technical papers and workshop documents prepared for various international processes can be linked to policy briefs; results of research projects and studies can be published more in IRES, and synthesis of IGES research should be the basis for the White Paper. IGES publications should be more open to other institutes particularly those based in Asia and the Pacific. Already a lot of information is solicited from foreign experts to produce the “Top News on the Environment in Asia”. Networks such as NetRes could be drawn upon so that other institutes in Asia and Pacific could be more involved in IGES publications.

IV. MANAGEMENT STRUCTURE

1. Role of the PMO

The “IGES Research Strategy beyond FY 2006” proposed to set up the PMO in order “to plan and coordinate each strategic research theme from an integrative point of view and implement the IGES strategic research as a whole in an integrative manner in accordance with the mandate of IGES”. The “IGES Research Strategy beyond FY 2006” attached the following specific responsibilities to the PMO: (i) establishing research projects for each area, (ii) synthesising the project plans, and (iii) allocating budget to research projects. It also suggested drawing upon external advisors to ensure good quality of proposals to be developed.

In addition to the above, Figure 6 above suggests that the PMO should be responsible for dealing with (i) linkage with international processes and international organisations, (ii) managing APFED, (iii) conducting synthesis of results of IGES research and studies, (iv) developing and updating various databases, and (v) conducting four specific studies.

As an extension of the responsibilities above, the PMO will be also responsible for the following specific tasks, where necessary, in close collaboration with the Secretariat:

- (i) Quality assurance of outputs of IGES research projects and activities. As explained in the section III.3. above, this is linked to time-bound target setting to be developed by each project/staff. This function is supported by members of the RAC to be strengthened in the next phase,
- (ii) Providing guidance to enhance efficiency and effectiveness of IGES research, studies and other activities,
- (iii) Working environment ensuring easy access to data and information necessary for IGES research projects and activities, and channels by which research results can be disseminated, and
- (iv) Regular coordination meetings and in-house seminars regarding research projects, and major activities of IGES.

Operations of the Beijing Office and the Bangkok Office will be an integral part of the PMO, as these two offices are intended to serve for the implementation of certain projects, studies and other activities. The Beijing Office plans to conduct two important activities, i.e. a CDM capacity development project commissioned by the World Bank, and a component of the Freshwater project (i.e. accidental release of pollutants). The Bangkok Office plans to implement a study on the

strategic environmental framework for the Greater Mekong Sub-region, aside from coordination with international organisations and initiatives located in Bangkok and countries in South East Asia.

The number of staff to be allocated to the PMO on a full-time basis is currently estimated to be about five. Additional staff will be drawn from other projects to ensure sound implementation of specific studies and other activities. Some of the staff will be responsible for four specific studies, and others will be more responsible for other activities. In addition, all project managers are members of the PMO, though on a part-time basis. Furthermore, operations of the PMO will be shared by other staff as well. In fact, some of the activities conducted by the PMO cannot be executed without inputs from other projects. Contributions by individual staff to the PMO activities are very much encouraged, and are to be recognised as such by the IGES Management.

2. Role of Projects

Research projects have two major responsibilities. One is observation and identification of emerging issues in the area concerned. The other is implementation of a research project in accordance with research proposals attached to this document. They are also responsible for handling international/regional processes specific to the area or the project concerned. In this respect, technical papers, conference documents, and other papers have to be prepared as important inputs into the processes concerned. Further they have to participate in and contribute to IGES wide activities such as preparation of the White Paper, under the overall guidance of the PMO.

3. Role of the Secretariat

The Secretariat is the body primarily responsible for the management of human resources, finance, and information, as well as general maintenance of building and equipment. As indicated above, there is a growing need for the Secretariat to work closely with the PMO, since financial as well as human resources management is increasingly related to actual performance of individual projects, studies and other activities. This is particularly true with the Research Support Division, which is handling information and outreach, as well as IGES wide activities. It is expected that staff of that division will work in many cases as a team with the PMO staff concerned.