Centre for International Governance Innovation (CIGI) Evaluation

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HCA

HARRY CUMMINGS AND ASSOCIATES INC

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List of Acronyms

AI	Artificial Intelligence
CBDC	Central Bank Digital Currencies
CBSA	Canada Border Service Agency
CIGI	Centre for International Governance Innovation
CSIS	Canadian Security Intelligence Service
DND	Department of National Defence
DRDC	Defence Research and Development Canada
GAC	Global Affairs Canada
GPGN	Global Platform Governance Network
HCA	Harry Cummings and Associates Inc.
ILRP	International Law Research Program
KII	Key informant interviews
NATO	North Atlantic Treaty Organization
OECD/DAC	Development Assistance Committee of the Economic Cooperation and Development
SGLs	Senior Government Liaisons
T20	Think 20
UK	United Kingdom
US	United States

Executive Summary

The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank whose peer-reviewed research and trusted analysis influences policy makers. CIGI's global network of multidisciplinary researchers and strategic partnerships provide policy solutions for the digital era with one primary goal: to improve people's lives everywhere. Conducting an active agenda of research, events, and publications, CIGI's interdisciplinary work includes collaboration with policy, business, and academic communities around the world. CIGI employs 38 people at its Waterloo, Canada headquarters and engages 100 fellows and affiliated experts that are stationed worldwide. For more details visit: www.cigionline.org

CIGI contracted Harry Cummings & Associates, Inc. (HCA) to conduct an evaluation of the organization's activities from 2018 to 2022. The evaluation included activities and operations carried out by CIGI, with a purpose to measure the ongoing relevance, effectiveness and impact of CIGI's activities.

This was a collaborative, mixed-methods evaluation that adopted quantitative and qualitative methods of data collection. The evaluation utilized an historical/retrospective approach, which relied on the memory and feedback of all evaluation participants (staff, Board members, Fellows, and other stakeholders) who were involved in CIGI activities.

This report presents results from the document review, key informant interviews, participant surveys, and case studies. In total, 209 CIGI participants completed a survey out of 2,248 email invites sent, for a response rate of 9.3%.[1]The report also presents findings from 40 key informants including CIGI staff, fellows, Board members and other stakeholders. The report is structured around the OECD/DAC criteria of relevance, effectiveness, and impact. The report includes an overview of CIGI, a description of the methodology of the evaluation, a summary of findings related to the three key issues (relevance, effectiveness and impact), detailed case studies, a conclusion and a discussion of the recommendations based on the findings.

Findings

Evidence from the participant survey suggests that most of CIGI's active participants are residing in Canada (based on survey results of 76.6% out of 209 respondents who indicated that they live in Canada). Findings also suggest that the largest proportion of CIGI clients work for educational institutions (27.6%) and national governments (21.8%).

CIGI is a well-known think tank based on survey findings and feedback from key informants. Analysis of the survey results suggested that the majority of the respondents (59.1%) had known about CIGI's work for 6 or more years. Survey results suggest that there is active involvement of CIGI stakeholders in the organization's activities. Over two-thirds of survey respondents reported that they had attended CIGI knowledge sharing events over the past five years.

The CIGI website is used by stakeholders to access CIGI materials. Opinion pieces were reported to be the most frequently accessed resources on CIGI's website, followed by research publications and multi-media presentations.

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[1] If the responses are random this would represent a confidence level of 95% with and error of +/- 6.5%

Relevance - CIGI is pursuing issues that are of importance to stakeholders. Themes that emerged as particularly relevant from the work done over the past five years included: contributions to the G20 and G7, leadership in artificial intelligence (AI), digital policy, cyber security, and other issues related to digital governance. CIGI is also noted to be an important convenor of diverse actors interested in global governance and to have broad reach. Survey results revealed that the topic of AI was perceived to be relevant or extremely relevant to their work by the majority of respondents (73.0% out of 174 respondents). 62.1% of survey respondents perceived the topic of big data to be relevant or extremely relevant to their work, followed closely by the topics of modernization of global institutions (59.8%) and data standards (59.2%). The topics of smart cities and financial technology were perceived by respondents to be the least relevant to their work, with only 33.4% (smart cities) and 38.0% (financial technology) of the 174 respondents respectively, indicating those topics to be relevant or extremely relevant.

Respondents were also asked to indicate their perceived usefulness of various CIGI activities to their work. Results of the survey revealed that research publications were reported by respondents to be the most useful (69.6% respondents out of 174 responses found them to be very useful or useful). These were followed by knowledge sharing events and opinion pieces.

Effectiveness - CIGI is an important partner of the Canadian government and participates with government officials on a variety of key policy initiatives. Noteworthy examples from the past five years include the digitalization of money, Canadian foreign policy, Canadian policy on cyber security and artificial intelligence. CIGI research reports are valued as important high-quality contributions to policy research by academics, international partners, and others.

The survey provided evidence of effectiveness in key outcome areas of increased knowledge and awareness and strengthened professional networks. Evidence from the survey suggests that CIGI activities have contributed to an increase in knowledge and awareness of governance issues and solutions among stakeholders. 93.1% of respondents reported increased knowledge and awareness because of involvement with CIGI. The survey revealed that 83.9% of survey respondents reported that they and/or their organization had grown or strengthened their professional networks because of their involvement with CIGI.

The case studies revealed that the Global Platform Governance Network (GPGN) successfully brought together regulators, legislative staff, and civil servants representing over 20 different countries. CIGI did a good job approaching a very broad topic through multiple approaches: conducting research and examining policy matters through international viewpoints. The research work contributed to ensuring that broad global perspectives were included. Stakeholders confirmed that CIGI is ahead of current thinking around global platform governance and the project helped expand and strengthen CIGI's reputation in this area.

Impact - Results from the interviews suggest that the senior government bodies in Ottawa, Washington and Europe are using CIGI research to inform their work. In addition, CIGI is contributing to impactful work on governance models in a digital era. CIGI has played a strong role in designing the digital governance agenda. Research on cyber security is being used extensively. Also, the online gender-based violence research project was impactful, and the National Security Project was impactful and highly visible.

Survey results suggest that CIGI's work has influenced organizational decisions and organizations have adopted CIGI policy recommendations. Of the 174 respondents, 35.5% indicated that they had occasionally, often, or always adopted CIGI policy recommendations.

The most important contributions of CIGI's work over the past five years cited by survey respondents through an open-ended response were:

1) Digital governance and new technologies
2) National Security Strategy Project
3) Big data and data governance
4) Artificial intelligence
5) Intellectual property
6) Cyber security
7) Convening conversations on important issues of the day
8) Fintech and digital currency

Case study findings on CIGI's impact revealed that the 2022 Federal Government budget included a line on digitalization of money which stemmed directly from the work that CIGI is doing in this area. A key accomplishment of the Global Platform Governance Network policy meetings and working groups is that they built a 'true community' where people could feel comfortable sharing their views and observations.

Recommendations – 2023 CIGI Evaluation

Recommendation 1: It is recommended that CIGI develop a strategy to more closely integrate the research with policy outcomes. The project/ research agenda could benefit from the development of simple logic models that are specific about the policy impacts being targeted. A project workplan would then have an explicit strategy designed for knowledge translation of research results to policy. The logic models could also then serve to facilitate development of outcomes for evaluation.

Recommendation 2: It is recommended that CIGI increase its work on research reports to ensure that they all include a plain language, policy-related message for the reader outside of academia. CIGI's research publications are very credible and important but frequently are not partnered with clear plain language communication tools.

Recommendation 3: It is recommended that CIGI develop a strategy to maintain and increase CIGI's presence in Ottawa. There have been several recent important projects where an Ottawa presence has been key. However, there is a belief that Ottawa turns to organizations outside of Canada for advice when CIGI could be the source of such information.

Recommendation 4: It is recommended that CIGI establish partnerships with the Waterloo tech sector. Many of CIGI's initiatives have a strong technology component. These include AI, cyber security and digitalization of payments and currency. Tech partners in Waterloo could make an important contribution to work in these areas.

Recommendation 5: It is recommended that CIGI continue to promote its role as an independent, financially stable think tank based outside of Ottawa, Washington, and New York. This space occupied by CIGI promotes an alternative, independent viewpoint.

Recommendation 6: It is recommended that CIGI add to and strengthen its full-time research team. Currently with eight full-time equivalents it is limited in its ability to initiate and complete new research. On occasion, this leads to a prolonged time from completion of research to its release. Current research team members are putting in long hours in reviewing research reports. This has led to an excellent, well-respected product. However, it is often delayed in its release. The important role of the 100 fellows in supporting the research team is acknowledged.

Recommendation 7: It is recommended that work be continued on the effort to coordinate the research of diverse fellows more closely. It is acknowledged that the new President has made this a priority. HCA strongly supports that work. Fellows often work independently on research and/or opinion pieces and there tends to be limited awareness of the broader strategic objective of the research and how it fits with ongoing work. It would be beneficial to inform fellows and other contributors how their work aligns with the broader plan so that they can better understand the value of their contribution and any crucial timing considerations if the work is feeding into other events.

Recommendations 8: It is recommended that a policy be developed to deal with CIGI and its contractual or other relationships with fellows. There is confusion among fellows about who gets paid for work and how. In the interviews it was reported that some fellows and contributors get paid for writing while some fellows just do it because they value the CIGI connection.

Recommendation 9: It is recommended that CIGI provide a website link between topics and projects to allow users to fully utilize research results.

Recommendation 10: It is recommended that Public Affairs work closely with fellows and research projects from the initial phases to ensure that maximum policy impact is achieved.

Recommendation 11: It is recommended that CIGI be more aspirational in establishing a long-term agenda for research and policy work (e.g., 10 - 15 years).

Recommendation 12: It is recommended that CIGI increase its visibility in the Waterloo community. CIGI has been present in the Waterloo region since its inception. Prior to COVID, CIGI hosted many well-attended events, often based in the auditorium on the CIGI campus. These stopped by necessity during COVID. It is suggested that programming for the Waterloo region be increased and promoted to attract University and other community participants.

About The Centre for International Governance Innovation (CIGI)

The Centre for International Governance Innovation (CIGI) is a leading think tank focused on global governance and international policy issues.[2] Established in 2001, CIGI is headquartered in Waterloo, Ontario, Canada.

The history of CIGI can be traced back to a vision shared by a group of eminent scholars, policymakers, and business leaders who recognized the need for a non-partisan, independent institution dedicated to addressing pressing global challenges through rigorous research and innovative policy solutions. Their collective aim was to create a platform where experts from diverse backgrounds could come together to shape the governance of a rapidly changing world. The impetus for CIGI's creation stemmed from several significant global events, such as the 1997 Asian Financial Crisis and the 9/11 attacks in 2001, which highlighted the importance of global cooperation and governance. The founding members believed that these challenges could not be effectively addressed by individual countries alone and required collaborative efforts on a global scale.

In 2001, former Research in Motion (now BlackBerry) co-CEO Jim Balsillie provided pivotal funding and support necessary to bring CIGI into existence. The Government of Canada and the Province of Ontario also played instrumental roles in its establishment, offering financial backing and other resources to ensure its success. Since its inception, CIGI has grown into a prominent international think tank with a diverse and talented team of researchers, fellows, and experts from various disciplines, including law, economics, political science, and international relations. It has developed a reputation for producing high-quality research, policy papers, and publications on a wide range of global governance issues, including economic policy, cybersecurity, digital governance, and more. CIGI has also fostered valuable partnerships and collaborations with other research institutions, governments, non-governmental organizations, and international organizations, further enhancing its impact on global governance discussions. Over the years, CIGI has expanded its reach through partnerships such as the Council of Councils, Institute for New Economic Thinking, and the Balsillie School of International Affairs, in addition to its leadership role in the T20. These endeavors have solidified CIGI's position as a leading authority on global governance and have allowed it to influence policy debates on both national and international levels. In summary, the Centre for International Governance Innovation has emerged as a powerful force in shaping policies and strategies to address complex global challenges. Its innovative and collaborative approach to research and policymaking continues to be instrumental in advancing effective global governance in an ever-changing world.

This evaluation focuses on the five-year period from 2018 to 2022. During that period, an important change took place in 2019 as the funding from the Government of Ontario for the International Law Research Program (ILRP) was terminated. The Government of Ontario budget cut of $3.2 million also had a knock-on effect on existing matching funding, which together resulted in an annual budget decrease of $6.4 million or about 40% of CIGI funding at the time. The matching funds from the Balsillie Family Foundation were made available for future matching opportunities. These changes were accounted for in the CIGI strategic plan approved in 2019 which covers the period 2020 to 2025.

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[2] 2019 Global Go To Think Tank Index Report
https://repository.upenn.edu/handle/20.500.14332/48576. CIGI was ranked 30th in the world in 2019 in this last report in this series.

CIGI Vision and Mission

The following are the vision and mission of CIGI as shared on the website.

Vision

CIGI is an internationally recognized think tank that addresses significant global issues at the intersection of technology and international governance.

Mission

CIGI builds bridges from knowledge to power by conducting world-leading research and analysis to offer innovative policy solutions for the digital era.

Research Themes

In its most recent strategic plan covering the period of 2020 to 2025, CIGI adopted three key research themes:

1) The Economy is Driven by Data
2) New Technologies Threaten Democracy and Security
3) Global Institutions Must Adapt to the Digital Era

CIGI Logic Model

The logic model in Table 1 below shows the relationship between inputs, activities, outputs, immediate outcomes, intermediate outcomes, and the ultimate intended impacts of CIGI's work. It is a picture in words and represents cause and effect relationships. In essence, the activities, through a results chain, should produce a desired impact. It is a sort of "narrative hypothesis." The program logic model below was developed in collaboration with an evaluation advisory committee and leadership at CIGI.

Table 1: Evaluation Logic Model

Ultimate impact	
The adoption of innovative policy solutions for the digital era	
Intermediate outcomes	**Intermediate outcome indicators**
1. Greater interdisciplinary, inclusive and evidence-based decision making in global and Canadian policy 2. Strengthened global governance networks 3. Canadian policy solutions are advanced globally	1.1. Evidence of decision-making processes that demonstrated greater interdisciplinary, inclusive and/or evidence-based approaches as a result of CIGI interventions 2.1 Evidence of agencies improving their networking in terms of sectors and/or coverage as a result of CIGI interventions 3.1 CIGI stakeholders report examples where Canada has advanced global or national governance policy as a result of CIGI influence
Immediate outcomes	**Immediate outcome indicators**
1. Increased knowledge and awareness of national and/or global governance issues and solutions 2. Use of CIGI research findings and/or adoption of recommendations	1.1. Participants report increased knowledge and awareness 2.1. CIGI research is cited 2.2. Governments and global institutions adopt CIGI policy recommendations 2.3. Policy makers and peers identify CIGI research as key contributor to decisions/ positions
Outputs	
· Research publications (total, by type, area of focus, peer reviewed) & engagement · Knowledge sharing events & activities (total, type, focus) & participants	· Other knowledge outputs: opinion series publications, op-eds · Education sessions, consultations & meetings with government
Activities	
1. Hire staff and fellows 2. Build partnerships 3. Conduct research and analysis	4. Convene and facilitate knowledge sharing 5. Engage and inform decision makers 6. Evaluate activities and adapt
Inputs	
· CIGI staff · Research fellows · Government of Canada funding	· Other funding sources: private, in-kind donations · Partners: universities, government, private sector
Target group	**Topics of focus**
· Government policy makers · Global institutions, including intergovernmental and international organizations · Educational and research institutions · Private sector decision makers · Individual change agents · Civil society, media, and the broader public	· Data-driven economy: AI, big data, standards, financial technology · Digital threats to democracy and security: smart cities, cyber espionage and war · Global cooperation and modernization of global institutions: combatting inequality, intellectual property

CIGI Human Resources

During the period under review (2018-22), the staff resources and other activities were seriously impacted by the provincial government decision to end funding for the International Law Research Program, in additional to financial uncertainty due to the COVID-19 pandemic, necessitating significant staff lay-offs and a strategic use of CIGI Fellows rather than internal research employees.

The results of this decision are summarized in Table 2.

The research program staff declined from 36.5 in 2018 to 8 in 2022 (78% decline). Public affairs and operations staff experienced a proportionally smaller decline. Public affairs went from 29 to 15.5 (47% decline) and operations from 18 to 12.5 FTEs (30% decline). The number of fellows dipped down in 2020 from 128 the year before to 94 (27% decline) and has been slowly increasing since.

In 2018, there were 83.5 person years directly employed by CIGI (not including fellows). This declined in each of the following years. In 2020, there were 36.5 full-time equivalent employees (FTEs). The 2022 total was 36.

Table 2: CIGI Personnel 2018-2022

Year	Operations	Public Affairs	Research	Fellows	Total
2018	18	29	36.5	116	199.5
2019	16	26.6	10.5	128	181.1
2020	15	15	6.5	94	130.5
2021	15	15.5	6.5	96	133
2022	12.5	15.5	8	99	135

CIGI Budget

Table 3: CIGI Annual Budget 2018-2022

Year	Research	Administration	Facilities	Tech Support	Total
2018	$ 15,931,107	$ 1,973,594	$ 1,179,226	$ 761,789	$ 19,845,716
2019	$ 15,953,738	$ 2,609,844	$ 1,106,231	$ 966,608	$ 20,636,421
2020	$ 13,948,486	$ 2,714,092	$ 1,097,278	$ 978,262	$ 18,738,118
2021	$ 6,083,720	$ 2,124,018	$ 1,081,150	$ 737,613	$ 10,026,501
2022	$ 4,095,117	$ 2,109,074	$ 995,243	$ 698,782	$ 7,898,216

The above table shows the annual budget for CIGI from 2018 to 2022. This was extracted from the CIGI annual reports[3]. Between 2018 and 2022, annual programmatic budget expenditures declined from $19.8 million to $7.9 million, a decline of $11.9 million or 60% from base funding. Research funding declined from $15.9 million to $4.1 million, a decline of $ 11.8 million or 74.2% from base funding. The main reason for this substantial decrease was the closure of the International Law Research Program (ILRP), in

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[3] This was sourced from the expenses table in the restricted funds section of the report. Amortization costs were removed since money spent there does not contribute to programming.

combination with the financial uncertainty of the pandemic. This was largely in the research line of the budget, and this table reflects ILRP expenditures continued through 2021 as final program activities wrapped-up. A pause for the Board and Senior Management Team to redefine the path forward corresponded with a decrease in research expenditures in 2022, and CIGI has reported that it is now re-building in the period following the evaluation including the re-expansion of research budgets aligned with the new plan and vision. Over the evaluation period, administration costs were nearly stable to maintain infrastructure and in anticipation of this re-expansion, increasing slightly from $2.0 million to $2.1 million. Other budget areas remained relatively stable as well.

Context for the Evaluation

The Centre for International Governance Innovation (CIGI) issued a call for proposals on December 5, 2022 to carry out an evaluation of the organization's activities from 2018 to 2022. Harry Cummings and Associates Inc. responded to this call for proposals and signed a contract on January 16, 2023 to undertake the work. The evaluation was carried out between January and September 2023.

CIGI is required by the funding agreement with the Government of Canada to carry out an independent third-party evaluation every five years. The evaluation is expected to measure the overall relevance and performance in achieving results in support of the purposes of the funding. This is the fourth comprehensive evaluation, with previous evaluations being carried out in 2008, 2013 and 2018.

Evaluation Issues

The evaluation was designed to assess the relevance, effectiveness, and impact of CIGI's work over the past five years, with a focus on the last three years after the budget cuts, the introduction of the new strategic plan (2020-2025) and the COVID-19 pandemic. The key issues of relevance, effectiveness and impact are drawn from the OECD/DAC evaluation criteria (Source: Better Criteria for Better Evaluation Revised Evaluation Criteria Definitions and Principles for Use OECD/DAC Network on Development Evaluation).

- **Relevance** refers to the degree to which CIGI is responding to the needs and priorities of stakeholders.
- **Effectiveness** refers to the execution and achievement of objectives.
- **Impact** looks at long term positive change promoted by the organization's activities.

Evaluation Questions

The assessment of each of these issues is presented in the evaluation Findings section below.
An evaluation matrix was developed to guide the evaluation. The matrix clarified the following questions corresponding to each of the key evaluation issues and identified indicators and data sources. The evaluation matrix can be found in Appendix I.

Relevance - The degree to which CIGI's work is addressing the needs and priorities of key stakeholders.
1) Are the issues being pursued by CIGI of major importance?
2) Are the issues being addressed by CIGI contributing ideas and approaches not effectively addressed by others?

Effectiveness - The degree to which CIGI is successfully executing planned program activities and achieving intended goals and objectives.

1) What activities are valued most by stakeholders?
2) What aspects of CIGI's model (i.e., project approaches, outputs) are most effective and should be replicated going forward?
3) Has CIGI contributed to a heightening of awareness of issues of the day with respect to global governance in the digital era?
4) Have the recommendations from the last 5-year evaluation been effectively addressed, given the context (funding cuts/ closure of the International Law Research Program and COVID-19)?
5) Has the closure of the International Law Research Program been managed effectively?

Impact - The long-term positive change promoted by CIGI's activities.

1) Have stakeholder organizations indicated that CIGI has had a continuing and long-term impact on their policies and approaches?
2) Are there major policies or policy areas that have been clearly influenced by CIGI?

Evaluation Methodology

The evaluation team used a participatory and mixed methods approach to conduct the evaluation. A participatory approach was taken to ensure that the evaluation was guided by key evaluation users, which in this case were identified to be CIGI staff to continue to adapt and strengthen impact and report to the Government of Canada. A mixed methods approach ensures that evaluation results are valid and reliable by exploring key issues in different ways and from a variety of angles.

Evaluation Methods

Data collection occurred between January and July 2023. Data collection tools included:

- A document review
- Key informant interviews
- An online survey
- Case studies

More details on each data collection tool are provided below.

Document Review - Core internal documents were used to provide information on the level and focus of activity over the past five years. Key documents reviewed included the strategic plan, annual reports, previous evaluations, and work programs.

Key Informant Interviews - Semi-structured interviews were conducted with approximately 39 key informant respondents. Additional interviews were conducted as part of the case studies (described below). CIGI staff provided a long list of potential interviewees to the evaluation team and the evaluation team selected the final list to mitigate selection bias. Interviews were arranged by CIGI staff and conducted over Zoom by the lead evaluator at Harry Cummings and Associates. Interviews were recorded using the Zoom recording feature for later review and analysis and notes were taken during the interview. Interview guides were customized to suit different stakeholder groups (shared in Appendix II). These

interviews were divided between CIGI staff (8) CIGI fellows (9) CIGI Board (9), government employees (8), researchers (5) and others. Opinions shared indicated a relatively high degree of agreement, or convergence, which points to acceptable levels of validity and reliability of results.

Survey - An online survey was used to gather information efficiently from a broad set of stakeholders. The survey was developed by the evaluation team in alignment with the evaluation matrix and the design and questions were reviewed by CIGI staff and modified based on their feedback. The survey tool used was SurveyMonkey deployed through the evaluation team's account. The survey was live from June 15 to July 24. Two additional reminders were sent to respondents throughout the survey period. CIGI staff sent the survey by email to a list of 2,248 people who had engaged with CIGI in the recent past, including by receiving a CIGI publication. A total of 209 people completed the survey, which represents a 9.3% response rate. Each question has a different number of respondents with 209 the maximum. Select survey results are shared in the findings section below. Percentages for each question are indicated by those who responded to that question. Direct quotes are shared throughout to provide greater context and life to the results.

Case Studies - A case study review of three initiatives carried out over the past five years allowed for a deeper exploration of ways of working, types of activities and paths of impact within CIGI's work. The three cases were suggested by CIGI staff with guidance by the evaluation team for their illustrative potential and each one corresponds to a different pillar within the strategic plan. Each case study involved a review of activities, staff and partners involved, reports and other materials produced, knowledge dissemination of findings and resulting outcomes and impacts. Case studies were completed through document review and interviews.

Data Analysis

The evaluation team used the statistical analysis software SPSS to analyze quantitative results. Qualitative results were analyzed using open coding, which involves identifying themes and counting the number of times a particular theme is repeated across responses.

Limitations

The following limitations are important to keep in mind when receiving the evaluation findings:

1) Information provided by key informants and survey respondents reflect individual opinions and perceptions which are influenced by the biases that each respondent carries. The key informants and survey respondents were also identified by CIGI staff which means that they were already engaged with CIGI to a certain degree. Given that both evaluation activities were voluntary, there is further selection bias built in by the fact that those who chose to engage with the evaluation were likely more engaged with CIGI than those who chose not to participate. Mixed method approaches help to address these limitations related to bias by allowing for triangulation across multiple sources of information.
2) The survey response rate of 9.3% is low and results cannot be considered representative of all CIGI stakeholders.
3) The work of influencing global governance systems and policies is slow and collaborative which makes it impossible to completely isolate CIGI's influence from other confounding factors, including geopolitical events and shifts and the influence of other think tanks and organizations

with similar goals. Rather than trying to attribute impacts to CIGI alone, the evaluation discusses the ways that CIGI has contributed to long-term impacts related to global governance.

Evaluation Findings

The following sections present the results of the CIGI evaluation covering the period from January 2018 to December 2022. The results are presented according to the following OECD/DAC evaluation issues: relevance, effectiveness and impact.

Survey Demographics

HCA administered an online survey for 5.5 weeks from June 15 to July 24, 2023. A total of 209[4] respondents completed the survey, of which 76.6% indicated that they live in Canada and 23.4% do not.

Organization Type

The largest proportion of survey respondents worked for educational institutions (27.6%), followed by the national government (21.8%), research institutions (12.6%) and non-profit organizations (9.8%). See Table 4 below for details.

Table 4: What is the primary type of organization that you work for?

Organization	Frequency	Percent
Educational institution	48	27.6%
National government	38	21.8%
Research institution	22	12.6%
Non-profit organization	17	9.8%
Private sector corporation	15	8.6%
Independent consultant	11	6.3%
Others	10	5.7%
Retired	9	5.2%
Media	3	1.7%
Municipal government	1	0.6%
Total	**174**	**100.0%**

Event Attendance

Over two-thirds of survey respondents had attended CIGI knowledge sharing events over the past five years, with 69.1% of respondents reporting that they had attended and 30.9% that they had not attended. Of those respondents who had attended CIGI knowledge sharing events, 38.9% had attended six or more events. See Table 5 for details.

Table 5: How many CIGI knowledge sharing events have you attended? (n=144)

# of events	Frequency	Valid Percent
2	20	13.9%
3	34	23.6%
4	22	15.3%
5	12	8.3%
6	37	25.7%
7	19	13.2%

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[4] If responses were random this would give us statistical confidence in the results at the 95% level +/- 6.5 %.

	Total	144	100.0%

Familiarity with CIGI

Survey respondents were asked to indicate the number of years they had known about CIGI and its work. The responses were re-coded as 1-5 years, 6-10 years, 11-15 years, 16-20 years and over 20 years. Analysis of the survey results suggested that the majority of respondents had known CIGI for 6 or more years (59.1%). See Figure 1 below for details.

Figure 1: How long have you known about CIGI and its work? (n=203)
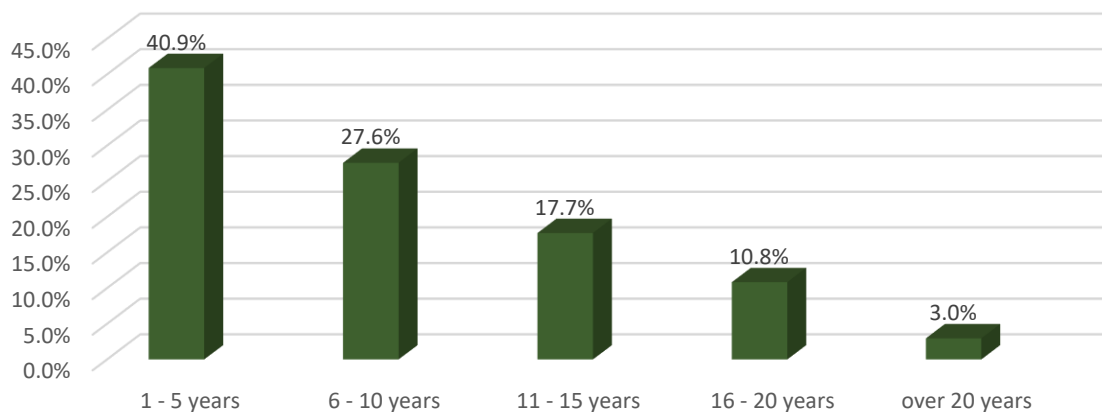
Frequency of Accessing Materials

Respondents were asked to indicate how often they accessed various materials from the CIGI website. Analysis of the survey results revealed that respondents accessed opinion pieces most frequently. The results showed that 46.0% accessed opinion pieces at least every 3 months, weekly or daily. In addition, 25.9 of respondents had accessed research publications, and 12.1% had accessed multimedia pieces such as videos and audio content at least every 3 months. See Figure 2 for details.

Figure 2: Approximately how often do you access the following from the CIGI website? (n=174)
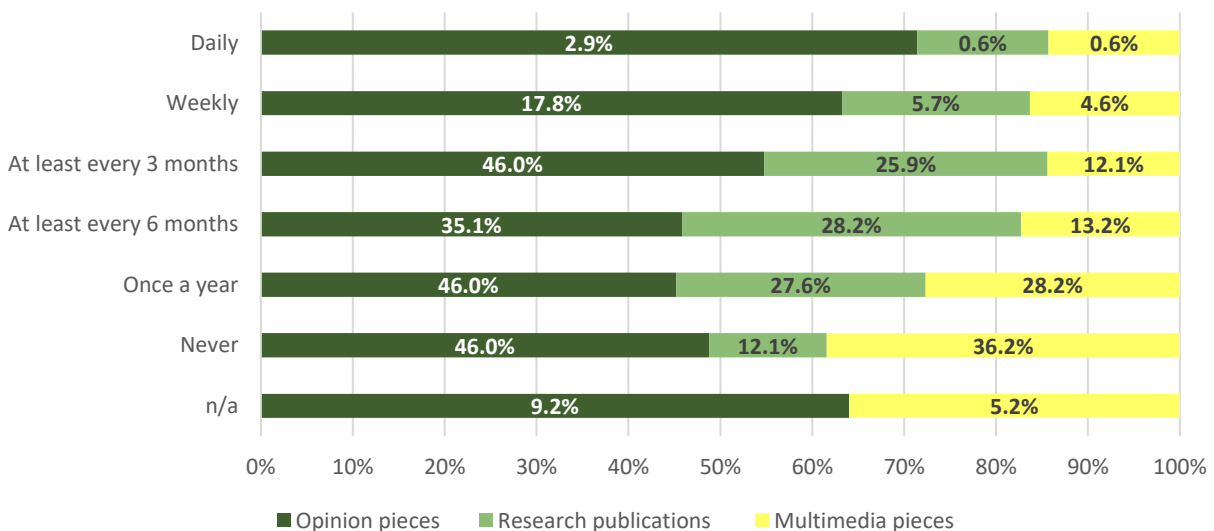
# Relevance

This section presents findings relating to relevance, or the degree to which CIGI is responding to the needs of Canadian and international partners and other stakeholders.

Key Informant Interview Results

The following represents highlights from the key informant interviews relating to relevance. Select quotes from the survey illustrating the points shared are also included.

CIGI is pursuing issues that are of major importance on the global governance stage. CIGI's work on Artificial Intelligence (AI), digital economy, cyber security and other issues related to digital governance are seen as being very relevant and ahead of the curve.

Other areas where CIGI's work has appeared particularly relevant in the long term have included background research for the G20 and G7 meetings and research done relating to Canadian defence policy and Canadian foreign policy more generally. Interviews with OECD officials and with Washington based experts confirmed its small but important influence there.

Another theme that emerged as particularly relevant from the work done over the past five years included CIGI's role as a convenor of diverse actors interested in global governance and its broad reach.

CIGI plays an important role as a non-partisan, independent think tank with a Canadian base and representing a Canadian perspective. CIGI's place in Canada as an important small country influencing international policy, its geographic location outside major capitals and its financial stability are all highly rated.

> *"I think it is critically important to have independent think tanks like CIGI that can give input and produce research to help shape decision making."* - Survey respondent

> *"In a landscape where there is limited commentary and research dedicated to understanding Canadian foreign and national security policy, CIGI has provided one of the few accessible platforms to publish research and policy insights rooted in the Canadian context."* - Survey respondent

CIGI is seen as a source of high-quality independent research. People relying on solid research as a basis for their decisions turn to CIGI as a reliable and credible source of relevant information. This is evident from a number of sources. Key informants reported that they were increasingly being asked to have CIGI join policy research initiatives, because of CIGI's strong reputation. The survey results show that many respondents read and referenced CIGI research in their research. In 2019, CIGI was ranked 30th out of 6500 think tanks in the Global Think Tank Index Report.

> *"National security research – there is no one in Canada to do work on a comparatively high level."* – Survey respondent

Additional attention could be given to knowledge translation to ensure results are relevant to broader audiences. A few interviewees commented on the need for ensuring that academic findings are shared in more of a plain language summary.

Survey Results

This section includes additional survey results relating to relevance of CIGI's work over the past five years.
Relevance of research topics - In the survey, participants were asked to indicate how relevant they felt each of the following research topics was to them:

1) Artificial intelligence
2) Big data
3) Modernization of global institutions
4) Cyber espionage and war
5) Protecting democratic institutions
6) Supporting a culture of national security
7) Data standards
8) Combatting inequality
9) Intellectual property
10) Financial technology
11) Smart cities

Survey results revealed that the topic of artificial intelligence was perceived to be relevant or extremely relevant to their work by the majority of the respondents (73.0% out of 174 respondents). A total of 62.1% of respondents perceived the topic of big data to be relevant or extremely relevant to their work, followed closely by the topics of modernization of global institutions (59.8%) and data standards (59.2%). The topics of smart cities and financial technology were perceived by respondents to be the least relevant to their work, with only 33.4% (smart cities) and 38.0% (financial technology) of the 174 respondents respectively. See Figure 3 below for details.

Figure 3: How relevant do you find each of the following CIGI research topics to your work? (n=174)
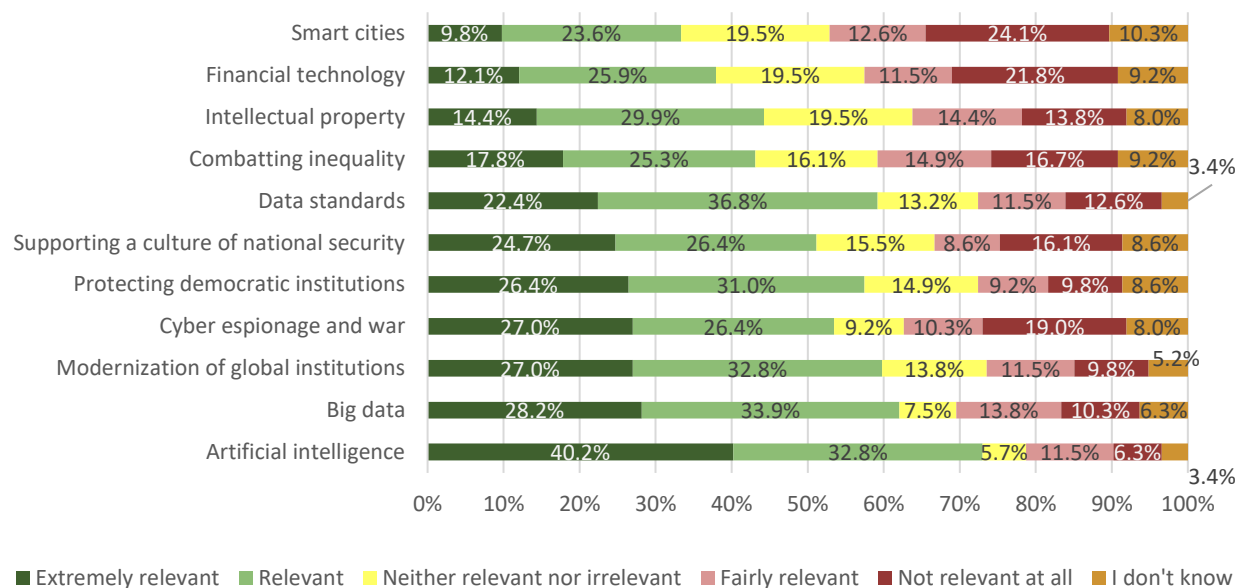
Key quotations from survey respondents related to the high relevance of issues being addressed by CIGI through its most recent strategic plan are presented below. Staff note this as a strategic win over a tough period for the organization.

"CIGI's most important contribution has been its decision to focus on the governance of the digital "space" in Canada and internationally. As such, it has offered a lot of added value."

"Believe the attention given to data, AI and cyber security has been timely and with sufficient depth to be useful for those tracking policy and governance responses to technology."

"Elaborating the issues raised by the digital transformation, the data-driven economy and now increasingly AI. The technological changes generating these transformations are reshaping economic, social, and political systems and transforming geopolitics and geoeconomics and hence rank as one of the major issues of the day."

"CIGI continues to push the envelope on crucial national and international issue fronts. Its ability to draw on top-drawer expertise and to organize and facilitate broad-based and in-depth consideration on the most complex and pressing topics - the wicked questions of our times - is its greatest asset. the 'Reimagining a Canadian National Security Strategy' initiative stands out to me as an excellent example."

Case Study Results[5]

Case studies revealed that the modernization of financial transaction systems and the digitalization of money continues to be a highly relevant topic. CIGI is doing important work in raising awareness about the current state of Canada's outdated banking and payment system and advances being made in other jurisdictions. One staff member noted that though the topic did not rise to the top in the survey as being most useful, this is a highly relevant topic for those working in the area of finance.

There continues to be an important role for CIGI to play in providing opportunities for people working in the area of platform governance to meet in a regular manner and build community where they can access learning materials, have open discussions, and share observations and ideas. CIGI can play a key role in being the connective tissue that brings different elements of the community together and provides an opportunity and venue where the different agents can learn together.

Over the past three years, the significance of the Canadian National Security Strategy initiative has grown considerably due to factors such as the COVID-19 pandemic, geopolitical shifts, technological advancements, and changes in the global threat landscape. These developments have underscored the critical need for a comprehensive, forward-thinking, and innovative national security strategy. Issues like cybersecurity, public health crises, and foreign interference have become increasingly urgent, further highlighting the importance of this initiative and its objectives. The project remains highly relevant and highly necessary, especially within the context of emerging technologies and their complex and crucial role in future security landscapes.

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[5] The case studies are detailed in a full section later in this report.

Effectiveness

This section presents findings relating to effectiveness, or the degree to which CIGI is achieving its intended objectives and key results of their activities.

Key Informant Interview Results

Effectiveness highlights from the key informant interviews are presented below.

CIGI is a valued partner of the Canadian government and participates with government officials on a variety of key policy initiatives. Noteworthy examples of policy issues addressed from the past five years include the digitalization of money and the Ministry of Finance, Canadian national security, Canadian policy on cyber security and artificial intelligence.

Work with the Ministry of Finance in Ottawa was of high profile and very influential. Three workshops were held on the digitalization of payments and currency with a diverse set of government and other stakeholders. Current and former government employees from the Bank of Canada, Ministry of Finance and research and advisory agencies participated. Policy recommendations were made and their implications for Canada were discussed including the possibility of a digital looney.

CIGI's work on national security approaches has been close to the top of CIGI's priority list for the last 3 to 5 years. It culminated in a recommendation for a National Security Council in 2023 and a public discussion with the Ministry of Public Safety in the summer of 2022.

Under the research program's economy theme, CIGI provided a training at the Canada School of Public Service called the New Economy Series that was deemed successful. The new learning series supports public servants in navigating the modern economy and preparing for the ways it will influence day-to-day work.

The World Refugee Council project, the National Security Project and Supporting a Safer Internet (a project addressing technology facilitated gender-based violence) are noted by stakeholders as examples of particularly effective projects.

CIGI has had a long-term role providing support to G7 and G20 meetings. This has included attending the meetings and preparing research papers in support of the agenda. CIGI is regularly consulted by the media on the G20 and is a very active member of the T20.

CIGI research reports are valued as important high-quality contributions to policy research by academics, international partners and others. CIGI online resources are easily reached and an important resource for researchers. This was confirmed through the online survey done for this project. As noted above, CIGI could increase the effectiveness of its research by strengthening knowledge translation efforts.

CIGI has also done work that has influenced European partners at OECD and NATO. One of the notable projects was on climate change impacts and National Security with reference to NATO and Canada's Ministry of Defence.

Survey Results

The survey provided evidence of which CIGI activities are most valued by stakeholders based on their level of utility. The survey also revealed information about the level of effectiveness in key outcome areas of increased knowledge and awareness and strengthened professional networks.

Usefulness of CIGI Activities – Respondents were asked to indicate the perceived usefulness of various CIGI activities to their work. These activities were knowledge sharing events, research publications, opinion pieces and multimedia pieces. The results of the survey revealed that opinion pieces were reported by respondents to be the most useful to their work (97.5% respondents out of 174 responses found them to be very useful or useful) followed by research publications (69.6%). These were followed by the knowledge sharing events (65.6% of respondents found them very useful or useful to their work) and multimedia pieces (37.9%). See Table 6 below for details.

Table 6: How useful do you find the following CIGI activities or products to your own work? (n=174)

Level of utility	Opinion pieces	Research publications	Knowledge sharing events	Multimedia pieces (e.g. videos)
Very useful	39.1%	35.1%	28.2%	13.8%
Useful	58.4%	34.5%	37.4%	24.1%
Neutral	28.2%	6.3%	6.3%	14.4%
Fairly useful	19.0%	15.5%	12.1%	8.0%
Not useful at all	8.6%	2.3%	4.0%	8.0%
N/A	36.8%	6.3%	12.1%	31.6%

Knowledge and Awareness – Evidence from the survey suggested that CIGI activities have contributed to an increase in knowledge and awareness of governance issues and solutions among stakeholders. Analysis of the survey revealed 93.1 % of respondents reported increased knowledge and awareness as a result of involvement with CIGI. 27.6% reported that their involvement with CIGI had helped to increase their knowledge and awareness a great deal, another 29.3% reported a moderate amount of increase. Only 6.9% reported no increase. See Table 7 below for details.

Table 7: To what extent has your involvement with CIGI helped to increase your knowledge and awareness of governance issues and solutions? (n=174)

Level of Extent	Frequency	Percent
A great deal	48	27.6%
A moderate amount	51	29.3%
Somewhat	35	20.1%
Slightly	28	16.1%
Not at all	12	6.9%
Total	**174**	**100.0%**

Survey respondents shared the following examples of how their involvement with CIGI has increased knowledge and awareness:

> *"My involvement with CIGI has promoted my understanding of decentralized governance a whole lot. Meetings involving notable stakeholders have promoted my understanding of intricate aspects*

of digital data governance. Being in such a dynamic field, having to listen to individuals with their fingers on the pulse of developments in the field promotes understanding and has kept me abreast of recent developments."

"Being part of the CIGI ecosystem has exposed me to different issues in the technological governance space and given me a better understanding of some of these issues and their underlying dynamics."

"New perspectives, new empirical information, legal insights that complement my work as an economist."

Professional Networks – Survey respondents were asked to indicate the extent to which they have and/or their organization grown or strengthened their professional network because of the involvement with CIGI. Of the 174 respondents, 83.9% of survey respondents reported that they and/or their organization as a whole had grown or strengthened their professional networks because of their involvement with CIGI. See Table 8 below for details.

Table 8: To what extent have you and/or your organization grown or strengthened your professional network because of your involvement with CIGI? (n=174)

Level of Extent	Frequency	Percent
A great deal	35	20.1%
A moderate amount	33	19.0%
Somewhat	34	19.5%
Slightly	44	25.3%
Not at all	28	16.1%
Total	**174**	**100.0%**

Survey respondents shared the following examples of how their involvement with CIGI has positively impacted their and their organization's professional network:

"CIGI's ability to convene senior decision-makers, analysts, subject matter experts and stakeholders from across disciplines and sectors is extremely impressive."

"My involvement with CIGI started during Covid-19, so not many chances for in-person events, but still it grew my network, and I'm looking forward to participating in CIGI events."

"I appreciated the global aspect of the Global Platform Governance Network - so important to hear voices from the developing world in a peer environment."

"Being a part of CIGI has enabled me to meet other like-minded thinkers and opened a valuable network for me."

"The annual IP event provides me with the opportunity to connect with the IP network."

"Participation in joint projects with other scholars has deepened my relationship with other scholars working in my field. Participation in CIGI events have introduced me to scholars who have involved me with non-CIGI projects."

"The events have helped us meet new thinkers in our field, both domestically and internationally, some of whom we have gone on to work with further."

"CIGI brought us together with people we otherwise would have never met because our paths would not have crossed due to working in different "bubbles"."

"CIGI brings a diverse group of players to the table, more so than any individual or organization would have access to otherwise."

"I host a television program and when CIGI guests come on the program, their contributions are very useful."

*"I link to publications in the tech commentaries I write."*

"I have referred researchers to [CIGI] publications during my talks and other engagements."

"In my books on corporate governance."

There were also comments lamenting the limiting impact that COVID-19 and the switch to online events has had on the ability to network.

Citing Research: Of the 172 respondents, 17.8% had always or often cited CIGI research and an additional 36.7% had done so occasionally. 22.5% had never cited CIGI research. See Figure 4 below for details.

Figure 4: Have you and/or your organization cited CIGI research findings in your own publications and/or presentations? (n=172)

Never	Rarely	Occasionally	Often	Always
22.5%	23.1%	36.7%	14.2%	3.6%
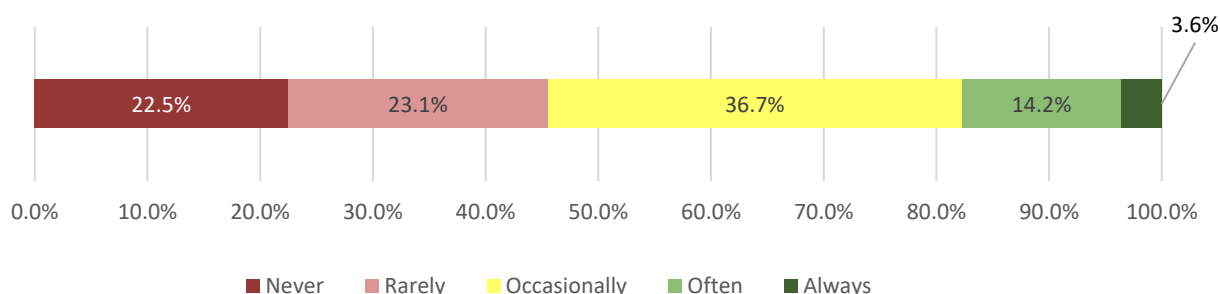
Case Study Results

Case studies revealed the following information about CIGI's effectiveness on the three projects examined.

The Global Platform Governance Network successfully brought together regulators, legislative staff, and civil servants representing over 20 different countries. CIGI did a good job approaching a very broad topic through multiple approaches: conducting research and examining policy matters through international viewpoints. The research work contributed to ensuring that broad global perspectives were included. Stakeholders confirmed that CIGI is ahead of current thinking around global platform governance and the project helped expand and strengthen CIGI's reputation in this area.

The meetings provided a valuable opportunity for regulators, legislative staff, and civil servants to meet and have meaningful conversations which normally would not have occurred.

CIGI successfully convened a diverse array of thought leaders to provide fresh insights and innovative strategies and discuss the complexities of Canada's national security landscape in ways that others have not fully explored. A key distinctive feature of the project was the active involvement of Senior

Government Liaisons (high-ranking officials from the Government of Canada) who provided invaluable input and insights and contributed to the drafting of thematic reports. Their participation ensured a direct line of communication and interaction between the project team and the government, enabling a high degree of current relevance and practical impact.

Nationally, the initiative has provided a robust set of recommendations for the Government of Canada, addressing issues of strategic review, decision-making and governance, legislative amendments, transparency and public reporting, and engagement and capacity building. Although the federal government has not followed up on a key recommendation of the initiative to develop a national security strategy, the project did stimulate a considerable amount of discussion on the value of such a strategy which was not occurring prior to the project.

Impact

This section highlights evaluation results related to impact or the extent to which CIGI is having significant higher-level effects related to global governance.

Key Informant Interview Results

The key informant interviews suggest the following results relating to impact.

Senior government bodies in Ottawa, Washington and Europe are using CIGI research to inform their work. Various CIGI projects (digital governance, national security, G20, climate change and defence) have been used by national and international bodies to guide their research.

CIGI is contributing to impactful work on governance models in a digital era. CIGI has played a strong role in designing the digital governance agenda. In 2021, CIGI joined forces with King's College London to host a virtual conference on opportunities for global cooperation in the face of new digital technologies.[6]

Various stakeholders in Canadian and international agencies are seeking CIGI input on research projects and policy discussions they are having. These requests come in the form of agency representatives pursuing topics of importance to them and seeking out CIGI as a partner in the policy research. The number of requests has increased in recent years, showing that the three research themes in the strategic plan are relevant and that CIGI has effectively moved on from the closure of the International Law Research Program.

The online gender-based violence research project was impactful. This project featured research on gender-based violence based on a large survey of over 30 countries. The report was formally released in Ottawa in June 2023 and was supported by a member of parliament The report was also released at the 12th RightsCon summit in Costa Rica.

Research on cyber security is being used extensively. Digital and cyber issues are more important today than ever and CIGI's work in these areas is seen to be significant. Current governance models were largely developed at a time when cyber security and digital issues were less important than today. CIGI is assisting in updating the approaches to fit today's reality.

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[6]https://www.cigionline.org/global-cooperation-on-digital-governance-and-the-geoeconomics-of-new-technologies-in-a-multi-polar-world/

The National security project was impactful and highly visible. This project is covered in more detail in the case studies portion of this report.

CIGI should continue to find ways to build strong relationships and share research with Canadian government stakeholders in easily digestible ways. It was noted in the interviews that CIGI can be overlooked in Ottawa for larger American think tanks.

Survey Results

This section highlights survey results relating to the higher-level and lasting outcomes of CIGI's work, including the extent to which CIGI is influencing organizational decisions and to which organizations have adopted CIGI policy recommendations.

Influencing Decisions – When asked if the respondents had used CIGI materials to influence decisions being made in their organization, 2.9% of respondents indicated that they always used them, 12.8% often used them and 39.0% occasionally used them. 27.3% rarely used the materials and 18.0% had never used CIGI materials. See Figure 5 below for details.

Figure 5: Have you and/or your organization used CIGI materials to influence decisions you have made? (n=172)
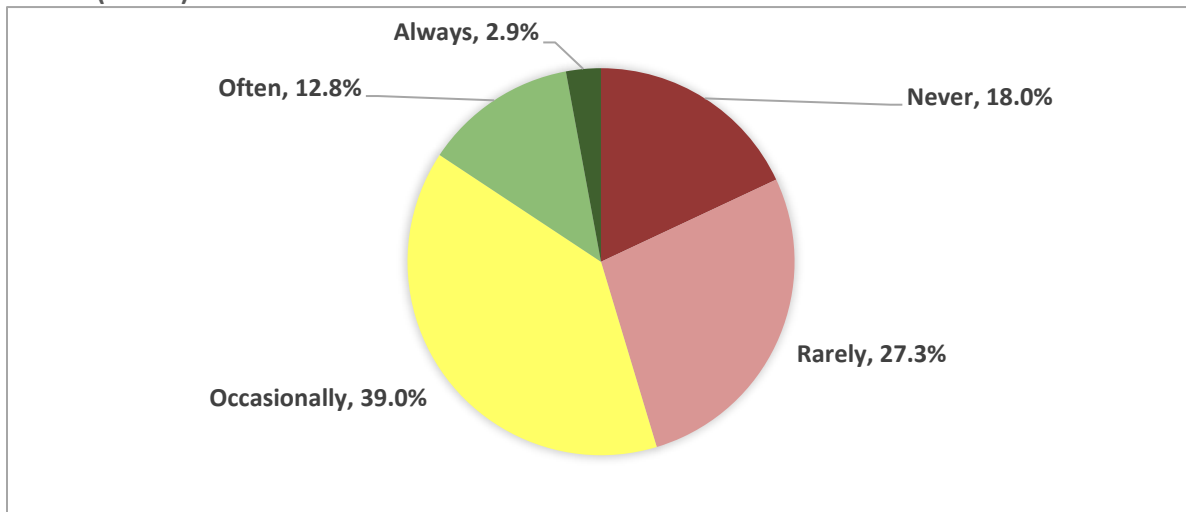
Adopting CIGI Policy - Survey respondents were also asked if they or their organization more broadly had adopted CIGI policy recommendations in their work. Of the 174 respondents, 35.5% indicated that they had occasionally, often or always adopted CIGI policy recommendations. Another 21.1% of respondents rarely adopted CIGI policy recommendations and 43.4% never adopted. See Figure 6 below for details.

Figure 6: Have you and/or your organization adopted CIGI policy recommendations in your work?

| 43.4% | 21.1% | 28.9% | 5.4% | 1.2% |

■ Never ■ Rarely ■ Occasionally ■ Often ■ Always
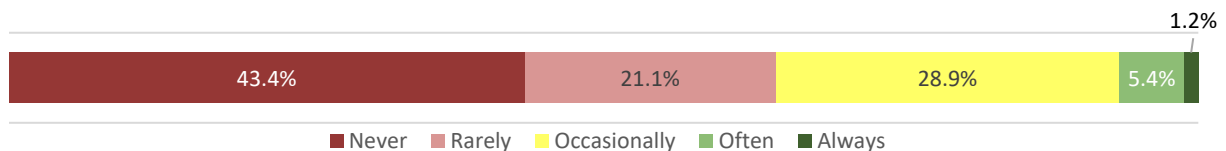
Survey respondents shared the following additional information:

"We have been influenced by the positions CIGI has taken but always had to adapt them for our own unique circumstances."

"Related to programming on the role of big data."

"I incorporated CIGI policy recommendations in my policy analyses, memos, briefing notes, and presentations."

"Considered output on artificial intelligence in formulating ethical investor expectations on companies using AI."

"Our recommendations sometimes overlap, but it is hard to say we adopt them directly; they are one of a number of places we look for views and advice."

"The data and indicators have been more useful than the recommendations."

"Not directly, but at times I align my own position with a recommendation originating with CIGI, e.g. need for a national security review and policy document."

"To articulate the importance of intellectual property for growth in Canada."

Most Important Contributions - Survey respondents were asked what they consider to be the most important contributions of CIGI's work over the past five years. This open-ended question was answered by 132 people and responses were coded and counted by theme. The following are the most commonly mentioned themes, listed with most frequently mentioned first:
- Digital governance and new technologies (32 mentions)
- National Security Strategy Project (21 mentions)
- Big data and data governance (14 mentions)
- Artificial intelligence (11 mentions)
- Intellectual property (8 mentions)
- Cyber security (7 mentions)
- Convening conversations on important issues of the day (7 mentions)
- Fintech and digital currency (5 mentions)

These survey results suggest that the pivot in the most recent strategic plan towards digital governance as a major focus was an impactful decision.

Suggestions – Survey respondents were also asked to share one idea for how CIGI can strengthen its activities and/or impact to better meet the needs of global society in the current digital era. Some common suggestions included:
- Partner and host more events with other international peer organizations and think tanks.
- Increase the effectiveness of knowledge dissemination and exchange activities (e.g., shorter pieces, more frequent, public facing focus, use of social media).
- Increase CIGI's visibility in Ottawa and other major centres such as Toronto and Montreal.
- Make further inroads into Western Canada and Quebec.
- Make findings more applicable, operational and practical.
- Facilitate closer and more frequent collaboration among fellows.
- Better connect academics and policy practitioners.
- Connect with government more effectively.

- Convene wider groups of horizontally connected entities (e.g., government, private sector, civil society).
- Hold more public events.
- Ensure all pieces are evidence backed and ensure a diversity and balance of views are represented.

Case Study Results

Case studies revealed the following information about the longer-term impact that CIGI's work on the three chosen projects have had during the evaluation period.

The 2022 Federal budget included a line on digitalization of money which stemmed directly from the work that CIGI is doing in this area.

A key accomplishment of the Global Platform Governance Network policy meetings and working groups is that they built a 'true community' where people could feel comfortable sharing their views and observations. of the policy meetings and working groups is that they built a 'true community' where people could feel comfortable sharing their views and observations.

Involving current government officials in the National Security project as SGLs not only enriched the research and recommendations but also increases the likelihood of implementation, as the findings are already embedded in the policy-making process from the early stages.

The Federal Government recently announced the establishment of a Cabinet Committee on Safety, Security and Emergencies. Its mandate is to consider threats and risks to the safety and security of Canada and Canadians, manage ongoing emergencies, and ensure strategic, integrated, and forward-looking leadership for emergency management (mitigation, preparedness, response, and recovery). This is consistent with a recommendation in the CIGI report which called for a cabinet committee on national security to be established with "a more focused mandate and a forward-looking capacity to consider strategic and longer-term responses to threats."

Detailed Case Studies

The following section provides a detailed account of the case study findings. This section is inclusive of all relevant points while the previous section highlights evaluation results from the case studies under relevance, effectiveness, and impact.

Case Study I – International Digital Governance Network (IDGN)

Introduction

The International Digital Governance Network (IDGN) project was formally launched in the fall of 2019 and the final meetings of the network and the related working groups were completed in June 2022. The topic of platform governance remains of interest to CIGI and some of the research elements for this project are embedded into our program work.

The project had two streams: the global platform governance stream (also known as the policy collaboration stream) and the research collaboration stream.

Project leads and key contributors with the project include:
- Robert Fay, Managing Director of Digital Economy, CIGI[7] and overall project lead;
- Chris Beall, Project lead for the global platform governance stream[8]
- Taylor Owen, CIGI senior fellow and the host of the Big Tech podcast[9] and project lead for the research stream
- Heidi Tworek, CIGI senior fellow[10]

The project was funded through a partnership between Luminate and CIGI. The total budget associated with the project was $816,172 with CIGI matching the funding provided by Luminate.

Project Description

The idea for the International Digital Governance Network (IDGN) project stemmed from an earlier initiative by the International Grand Committee on Disinformation which brought together a group of parliamentarians to discuss the role of social media platforms in our lives.

The early development of the project happened to occur at a time when CIGI was updating its strategic goals. As observed by one CIGI official, the project contributed to influencing the change in direction at CIGI towards more of a digital focus while remaining consistent with CIGI's strategic mission. The GPGN project represented something of a new endeavour for CIGI with the involvement of external partnership funding from Luminate.

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[7] Previously held various leadership positions at the Bank of Canada.
[8] Currently a Senior Fellow with Carnegie Endowment for International Peace (Technology and International Affairs).
[9] Expert on the governance of emerging technologies, journalism and media studies, and on the international relations of digital technology.
[10] Expert on platform governance, the history of media technologies, and health communication. Canada Research Chair, associate professor of history and public policy, and director of the Centre for the Study of Democratic Institutions at the University of British Columbia, Vancouver campus.

Policy Collaboration Stream

The policy collaboration stream was the main policy networking element of the project. The Global Platform Governance Network was established to bring together a global community of civil servants, legislative staff and regulators to discuss the issues they were facing in their own jurisdictions with the aim of fostering shared learning and understanding of digital platform governance challenges and policy level solutions. The initiative also intended to promote relationship building with international peers for future collaborations.

It was established to provide an opportunity to raise awareness about the similarity of problems and challenges across borders, especially in the context of governments having to deal with the same tech companies and their practices. There was a strong sense that incorporating all the different lines of thinking was important for developing a solution.

A key interest in forming the network was to bring together regulators, legislative staff, and civil servants and provide a venue for broad discussions about the larger issues and achieve a sense of camaraderie and solidarity as an outcome for the group where the individuals could recognize that they were tackling the same sets of challenges and learn from each other. The meeting space was intended to serve as a place where individuals could feel comfortable sharing their thoughts and ideas and where they did not feel the need to refer to standard speaking points.

The first product that came out of the initiative was the publication *Models for Platform Governance* (Oct. 2019) which featured a number of essays by 19 contributing authors from different disciplines and jurisdictions. This was followed by a conference on International Cooperation on Platform Governance in Dublin (Nov. 2019) which essentially represented the launch of the GPGN as it leveraged the creation of the network and provided a framework for looking at the issues related to platform governance.

The network was formed using a modified snowball sample technique to identify and invite participants. In many instances the participants were identified through existing networks. The network successfully brought together participants representing over 20 different countries. The project also made a point of including opposition members from some countries where the governments themselves were, to some extent, engaged in promoting disinformation. The COVID-19 pandemic actually benefited the development of the network by creating more favourable conditions for individuals to participate. During the pandemic, individuals had greater availability and were eager to be involved and the virtual meeting format made it much more convenient for individuals to participate. Although the snowball sampling approach was effective in identifying and onboarding committed individuals for the network, it was difficult to find representation for some regions (e.g., central Europe, sub-Saharan Africa) without someone in the network providing a referral.

The network met on at least 11 occasions starting with the inaugural meeting in August 2020 and the final meeting taking place in March 2022. Unfortunately, the lead for the policy stream experienced a serious accident within the first year of the project and this impacted some of the planned activities and events for a period of six months or more. Much of the activity in the policy stream was placed on hold during this time and some events were not ultimately completed as planned. For example, there were plans to hold a one-year anniversary in 2021 to mark the formation of the network, but this event did not go forward. There was also to be a report coming out of the conference summarizing the first year of discussions and findings that did not materialize.

Three working groups branched out from the network in 2021 and examined more specific issues around transparency, performance measurement, and research – priority issues that were identified by participants where greater focus was needed. An individual was designated within each group to support the planning and coordination of meetings. As described by one representative, the goal of the working groups was to help governments learn together and ultimately work together and avoid duplicating efforts. It was also hoped that the discussions in these meetings would assist in avoiding the development of legislation that could inadvertently hurt or come into conflict with another part of their own system and/or that of international partners.

The transparency working group met on at least four occasions starting with the inaugural meeting in March 2021 and the final meeting taking place in May 2022. This group was generally viewed as very successful. The group examined a key challenge faced by governments at each of the meetings. One of the most exciting sessions involved a meeting of legislators and regulators from a variety of countries and organizations including the UK, Ireland, Australia, and the European Commission. The meetings featured very active discussions with participants sharing different ideas on how to respond to challenges. These were ultimately summarized in the publication *Transparency Recommendations for Regulatory Regimes of Digital Platforms*. Another valuable product coming out of this group were the single page documents that presented the questions that ultimately factored into the report. It was later discovered that these documents were used by officials in the UK as important input for discussions when thinking about the questions that should be asked related to transparency and digital platforms. The documents were very effective in enabling people to easily grasp the information.

The performance measurement working group met on at least three occasions starting with the inaugural meeting in May 2021 and the final meeting taking place in June 2022. This group was used as a forum to stimulate thinking and visioning on what a healthy information environment might look like. The hope was to use this approach to encourage governments to move beyond day-to-day tactical level thinking and build towards strategic outcomes and a measurement strategy to support this. There was interest in completing one or two reports on performance measurement, but this ultimately was not realized in the time and budget available. A representative observed that the group had very meaningful discussions and there is interest among members in seeing this work continue.

The research working group met on at least two occasions, once in July 2021 and once in June 2022. This group did not achieve as much as was hoped for. As observed by one representative, it was anticipated that the group would examine the issue of governments not sharing their research agendas and not working collaboratively and how this contributes to duplication of efforts and gaps in research. Much of the discussion ultimately centred around a few issues and challenges such as the lack of access to data from tech companies.

The active status of all three working groups was somewhat impacted by the absence of the policy stream lead during their period of recovery. Although some of the work with the transparency group was maintained and finished, the other two groups remained static until the lead returned. By this time, however, it was known that the funding was running out and the performance measurement and research working groups did not have a formal closure.

Research Collaboration Stream

As part of the overall initiative, CIGI helped fund the creation of the Global Platform Research Network with the intention of bringing together a group of international institutions for a multidisciplinary workshop / conference on platform governance research. One representative observed that it was somewhat challenging to bring different disciplines together (e.g., departments of computer science, economics, sociology, psychology, etc.) as academics have varied interests and approaches to work. Considerable effort went into bringing the stakeholders together and despite the challenges, a workshop on platform governance research went forward. The Global Platform Research Network has continued without CIGI funding with ongoing involvement from the leads for the research stream.

The publication *Four Domains of Platform Governance* (content, data, competition and infrastructure) was a significant component coming out of the research stream and the international perspective was brought in for each of the domains through a series of workshops. This work also led to a series of opinion pieces that were featured on the CIGI website.

As described by one representative with the research stream, CIGI did a good job approaching a very broad topic through multiple approaches: conducting research and examining policy matters through international viewpoints. The research work contributed to ensuring that broad global perspectives were included and not just focused on North American and Europe. For example, a series of opinion columns that examined digital manipulation and misinformation in elections featured contributors from Kenya and Brazil.

It was noted that the participating authors were very good at completing rapid response pieces (i.e., short columns on issues that were quickly developing) and making sure the material was research based and written in a style that was accessible to policy makers. It was emphasized that research in general is not typically structured or presented in a way that policy makers can easily consume, but the CIGI articles were praised for being easy to read and comprehend.

Although the research stream did host some meetings with experts to discuss how they could develop a series of papers that would complement the conversations taking place in the policy stream, it was suggested that the connections between the policy stream and research stream were not as strong as they could have been. As noted by one individual, there were some matters of interest from the policy side that could have been examined through the research side. For example, there was interest in gaining a deeper understanding of the key barriers associated with working across different organizations when trying to address issues and solutions (e.g., bringing media organizations, cultural organizations, national security and policing organizations together is challenging because they are not structured to speak with others and collaborate and sometimes communities of interest have a very antagonistic relationship with each other). It was suggested that it would have been beneficial to examine ways of promoting more discourse and interplay between organizations that traditionally have not worked together but have common interests in some areas such as the problem of disinformation. There was also interest from the policy side in examining how governments are putting digital transparency into place and the extent to which they are working with other parts of the community that are examining different aspects of the issue.

A couple of factors complicated the production of the opinion columns. One issue was related to the lack of clarity on editorial responsibility which led to some confusion. It was suggested that relevant details related to editorial responsibility should ideally be included in the contract with contributors. CIGI also

introduced a new managing editor and there was a period of onboarding as the new editor gained familiarity with the various projects.

In addition to the various network meetings, working group meetings and publications mentioned above, a considerable number of other products were developed as part of or in association with the initiative including:
- At least seven multimedia video presentations, five of which centred on the four domains of global platform governance.
- At least 39 opinion columns involving 21 different authors/contributors.
- At least four panel discussions / speaker series.

Information related to the project was also promoted through social media (e.g., Twitter, LinkedIn, Facebook, YouTube). This consisted of at least 17 postings featuring multimedia presentations and links to CIGI opinion pieces and publications. Furthermore, at least seven articles with references to CIGI appeared in the news media (e.g., Toronto Star, Globe and Mail, CBC, The Canadian Press, Bloomberg News, iPolitics).

Project representatives confirmed that CIGI has a very strong events management team and that the production and copy-editing work done by the team is excellent. Columnists expressed interest in working with CIGI on future project partnerships.

Impact

The project helped strengthen CIGI's reputation in the area of global digital platform governance with some stakeholders noting that CIGI is ahead of current thinking in this area.

A key accomplishment of the policy meetings and working groups is that they built a 'true community' where people could feel comfortable sharing their views and observations. Several network participants confirmed with CIGI representatives that the meetings provided a valuable opportunity for regulators, legislative staff, and civil servants to meet and have meaningful conversations which normally would not have occurred.

Representatives confirmed that the project has expanded and strengthened CIGI's international reputation. It was also noted that the project has reinforced CIGIs good reputation with senior leaders, especially leaders with experience in the federal government. However, it is less clear if the project had significant uptake or recognition from the Canadian government. Although some of the authors of the various essays participated in digital governance discussions with the Canada School of Public Service, it remains unclear why the body of work did not result in a deeper connection and work with the Canadian government. One individual suggested that this reflects a larger issue where there continues to be a tendency for the Canadian government to consider other think tanks, primarily in the US, when looking for research within certain subject areas.

The GPGN project continues to open new opportunities in terms of work. One example of a positive spin-off occurred with connections made with the Omidyar Network that eventually led to it co-funding work on data valuation.

Positive spin-offs also emerged from the work associated with the publication *Models for Platform Governance*. An article in the report that identified the need for a Digital Stability Board caught the interest

of an academic in the UK who approached the author to expand on the article for an additional volume in their book on how to deal with the power of social media platforms. This ultimately contributed to the framework that CIGI is using when attempting to gain international coordination.

The CIGI website is viewed very favourably by observers and the opinion pieces are especially valued. The work completed through the research stream is viewed in the publishing world as an important contribution. The series of articles on the *Four Domains of Global Platform Governance* won an award from the Canadian Online Publishing Awards.

Although the direct impact of the opinion columns is difficult to quantify, the work has been impactful in other ways. For example, at least two of the authors involved in producing columns for the project were also involved in the expert advisory committee for the Heritage Ministry in relation to the development of a potential on-line safety bill and they referenced the CIGI work when pointing out the relevant issues. Contributing authors for the research columns have also referenced this work in some of their other projects and activities. Some of the columns have made their way to representatives in the US congress and some of the columns were translated into French and circulated in France.

Beyond the goal of bringing policy and regulatory staff together to discuss issues and learn from each other, it was hoped that the information sharing that occurred through the GPGN would ultimately help to inform and influence decision makers. While there has been a considerable amount of discussion on the topic and an acknowledgement of the need for regulating social media platforms, there appears to be limited action from politicians and other decisions makers in addressing the issue.

One representative emphasized that it is important not to draw final conclusions about the overall impact of the GPGN project at this stage as impacts might take longer to materialize. The networking that occurred contributed to considerable amount of information sharing and relationship building which had great value and there could be longer-term benefits that have linkages to this work.

Although the network is no longer active, some of the research elements are still in the process of wrapping up and the topic of platform governance remains of interest to CIGI. The plan is to produce a book through MIT Press examining the four domains of platform governance. Furthermore, some of the issues related to platform governance are still inherently part of the CIGI work program and have been subsumed into ongoing work in other ways (e.g., data governance, national security).

A network representative emphasized that there continues to be an important role for CIGI to play in providing opportunities for people working in this area to connect in a regular manner and build community where they can access learning materials, have open discussions, and share observations and ideas. It was further stressed that this interest group as a whole needs to move past producing one off-deliverables and provide greater commitment and resources for initiatives that progressively work toward developing a common understanding in the community. CIGI can play a key role in being the connective tissue that brings different elements of the community together and provides an opportunity and venue where the different agents can learn together.

Lessons Learned

Early on in the project it was recognized that the policy stream needed to be closely associated with the research stream to ensure that the information and developments emerging from the research side could inform the conversations taking place in the policy stream meetings. Biweekly meetings were established to assist in this coordination. Nevertheless, the differences in audiences to which the streams were intended made this coordination challenging.

It would be helpful to include more specific details in the project contracts in relation to lines of communication and reporting protocols for operationalizing the project. It would be beneficial to ensure that the overall project lead is involved in discussions when finalizing contracts to ensure that communication related details are included and that all elements of the initiative are in strong alignment, especially in cases where there are secondary contracts supporting the initiative.

Over 20 different countries were involved, which presented a challenge from a communications standpoint in terms of deciding what audience to write to. It would be helpful to have more discussion on the target audience for projects.

The network relied on English as the primary language of communication and had it continued it would have been useful to support other languages through the use of translators.

Although the project leadership prepared a proposal for continuing the work through alternative funding, this came towards the end of the funding agreement with the initial funding partner. It also happened to coincide with a period when many relevant funders were experiencing substantial reductions in their endowments and rethinking their business models and funding priorities. This experience illustrates the risks that projects face when there is a strong reliance on funding provided by other organizations. It also serves to reinforce the importance of confirming the interests and capacities of funding partners with respect to their continued commitment and involvement beyond the initial funding agreement for a project. In this case, Luminate/RESET had switched strategic direction with a focus more on advocacy and less on research.

Case Study II - Digitalization of Money

Introduction

The Digitalization of Money project was formally launched in August 2021 and project related activities are ongoing. The project involved a partnership with Bennett Jones LLP.

Project leads and key contributors with the project include:
- Robert Fay, Managing Director of Digital Economy, CIGI[11]
- David Dodge, senior advisor at Bennett Jones LLP[12]
- Serge Dupont, senior advisor at Bennett Jones LLP[13]
- Mark Jewett, CIGI senior fellow and counsel to Bennett Jones LLP[14]

Within the 2021-2022 and the 2022-2023 Program of Work and Budget, related activities for this project were included as part of Project Two: Governance of Financial Systems which had an overall budget of $71,400 in 2021-2022 and $55,000 in 2022-2023. The participation of all those involved from Bennett Jones is pro bono. None of the workshop participants, including the key speakers, required compensation for their participation.

Project Description

This initiative began through an interest shared by CIGI and Bennett Jones to place some organizational structure around the digitalization of money and new technologies and systems in the financial sector (e.g., open banking, central bank digital currencies, stable coins).

A small group of individuals at Bennett Jones were thinking about the lack of structure around financial transactions in a digital world and were interested in stimulating a policy discussion on the important issues for Canada. There were concerns that Canada was not keeping up with the modernization of financial transaction systems and that we lacked a vision which had implications for our international competitiveness. As noted by one project representative, there was a sense of urgency to bring some form of intellectual coherence to the topic, to provide clarity on what was taking place and then situate it in a framework.

Bennett Jones recognized that they needed to add organizational strength to move these conversations forward. However, the work was not going to be client driven or client serving and so this required finding an appropriate partner that wasn't expecting the work to be revenue generating. They reached out to CIGI for initial discussions (one of the Bennett Jones participants Mark Jewett is also a CIGI Senior Fellow) and soon determined that the two organizations had a shared interest in the topic and that CIGI offered the most flexible and most responsive structure to support the work. CIGI was also viewed as a good fit given its depth of experience in international governance and there was a need to examine national and international considerations on this topic (e.g., international approaches and innovations and that might

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[11] Previously held various leadership positions at the Bank of Canada.

[12] Former governor of the Bank of Canada and deputy minister of finance. He chairs the National Council of the C. D. Howe Institute.

[13] Former senior executive in the Government of Canada (deputy clerk of the Privy Council, deputy minister of natural resources, deputy minister for federal-provincial relations).

[14] Previously senior assistant deputy minister at the Departments of Justice and Finance, and general counsel and corporate secretary at the Bank of Canada.

have an application in the Canadian context). CIGI was especially valued for its capacity and expertise in convening tables and bringing relevant stakeholders together.

The development of this initiative happened to coincide with the change in strategic direction at CIGI and one of the new areas of interest was the emergence of digital technologies in the financial sector and the implications for governance mechanisms. There were concerns that Canada was not advancing on this matter as quickly as other jurisdictions and that it needed to set its own destiny.

The goal of the initiative was to bring international and Canadian experts together to review and discuss global and domestic developments in the digitalization of the financial system and to identify the key policy, legal and regulatory issues that must be addressed in Canada. As described by one project representative, the idea was to bring together people with different perspectives to share what was happening in other jurisdictions and use this information to inform a path forward for Canada. For example, one question of interest was understanding the government mechanisms that need to be put in place to facilitate open banking.

Representatives with the project confirmed that CIGI gave this project high priority and Bennett Jones was extremely helpful in drawing on its network to identify and attract experts and participants. The project was very effective in assembling international renowned experts from UK, US, Australia and other countries to discuss the topic. International and Canadian experts were largely from the academic / research sector. Bennett Jones was also able to bring in experts from Cornell University to work directly with CIGI. Although there was some limited private sector representation, it was not especially targeted for this project.

A series of three by invitation workshops were planned and completed. The workshops were structured as virtual events out of necessity due to the COVID-19 pandemic and for practical considerations in facilitating convenient and cost-effective participation especially from those in other countries. All three workshops were co-hosted by CIGI and Bennett Jones with CIGI providing all of the back-end administrative support.

In August 2021, the project was formally launched with the first workshop titled "Canada and the Digitalization of Money". The four-hour session covered several topics including the respective roles of the public and private sectors; how the design and implementation of a central bank digital currency could drive the policy and business response to other elements of digitalization as building blocks of a sound and competitive financial system; and the governance necessary to establish and implement an integrated agenda for Canada.

The second workshop titled "Deciding on a Digital Dollar: The Necessary Steps for Canada" was held in April 2022. The three-hour session focused on three critical areas enabling Canada to build the capacity to act in a timely and coordinated manner: central bank digital currencies (CBDC) and lessons learned from first adopters, early steps necessary to prepare and design a CBDC for Canada, and the role of parliament and legislatures.

The third workshop titled "Digitalization of Payments and Currency" was held in March 2023. The three-hour session focused on four elements of the financial system: payments, open banking, stablecoins and retail CBDCs.

Workshop participants were very interested in being involved in the project and participation expanded with each workshop. As noted by one representative, the workshops were ambitious in their duration (i.e., three hours or more) and the importance of the initiative was confirmed by the eagerness of participants to dedicate their time and engage in discussions.

The workshops were viewed as an effective approach where experts could meet and speak openly about their views and experiences. The discussions covered a number of related topics including the modernization of financial systems including payment systems and CBDCs. They also looked at some of the underpinning issues related to the digitalization of money that need to be considered such as privacy legislation, crypto legislation, and data governance legislation. The inclusion of international experts allowed participants to learn about initiatives in other countries. For example, during one of the workshops an expert from Brazil spoke about how the central bank created a real time payment settlement system that expedites transactions.

Representatives from CIGI and Bennett Jones conducted a debrief following each workshop to discuss what went well and what topics should be examined in the next workshop. This approach worked well, and a fourth workshop is in the discussion and planning stages with the aim of holding this event within the next six months. It is anticipated that the fourth workshop will focus on payment settlement systems.

A publication (conference report) was produced following each workshop presenting the key takeaways of the discussions. The report for the first workshop was prepared by representatives with Bennett Jones and reports for the second and third workshops were prepared by CIGI. Each report was circulated among a small group of people for review and feedback and then finalized. CIGI Public Affairs provided editorial suggestions and completed the design work for the reports before they were placed on the CIGI website allowing for public access. The reports are made available in English only as CIGI has not made it part of its mandate to publish in French.[15] Representatives with the project confirmed that they were satisfied with the approach used for producing the conference reports as well as the quality of the final products.

In addition to the workshops and reports described above, at least ten opinion columns involving eight different authors were produced by CIGI fellows and presented alongside the conference reports on the CIGI website.[16] Furthermore, a related publication was produced as part of the CIGI Papers Series (A Digital Loonie among Many Digital Currencies: Prospects and Outlook) and three opinion pieces were produced by project representatives for major news outlets:

- Canada's Outdated Banking and Payments System Costs Consumers Dearly (Globe and Mail. June 21, 2023)
- Canada Can Have a Digital Currency, but Leadership Is Needed (Toronto Star. June 25, 2022)
- Digital money is an opportunity for Canada if we seize it (Globe and Mail, Oct 21, 2021)

As described by one representative, the reports and opinion pieces coming of this project are primarily targeted towards a Canadian audience. The opinion pieces serve an important function in expanding the reach of the project and attracting attention to the publications and the articles presented through the major news outlets help to socialize the issue more broadly. The most recent op-ed piece on Canada's outdated banking and payment system received considerable attention and has been extensively re-

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[15] Historically, it has not been a requirement of the government funding received by CIGI to publish in French.
[16] The CIGI website features two webpages that specifically focus on the topic of the Digitalization of Money: Canada and the Digitalization of Money, Deciding on a Digital Dollar: The Necessary Steps for Canada

tweeted. While it's uncertain how much this interest will actually result in political action, it's been very helpful from the standpoint of informing the focus of discussion for the next workshop.

The digitalization of money and related topics continue to be an area of active interest for CIGI. As noted by a representative with Bennett Jones, this topic ought to be a continuing priority at CIGI. CIGI has the ability to bring together different stakeholders and has demonstrated through the workshops that it can put together a coherent plan and potentially make a significant difference for Canada.

Impact

Project representatives received positive feedback from officers in the Department of Finance that the information from the project was relevant and accurate. The 2022 budget included a line on digitalization of money which stemmed directly from the work that CIGI is doing in this area. However, there appears to be limited interest or motivation on the part of the government to move quickly on the issues.

As described by one representative the response by government (e.g., Department of Finance, Bank of Canada) has been somewhat underwhelming and it's disappointing that there has not been greater uptake by government officials and even former senior officials to promote the work and advocate for more aggressive government action on policy development. It's especially disappointing given how this topic clearly fits with the equity objectives of the government.

Several reasons were offered as to why it is challenging to leverage action on this topic:
- There is the tendency for government to avoid the risks associated with introducing new regulations (e.g., political and media scrutiny).
- There are consumer constraints in that the people who are actually paying for the inefficiencies don't appreciate just how significant the cost is to them. The motivation for initiating action may not occur until consumers and small businesses have a better understanding of the situation and feel that it is no longer tolerable.
- There is a beneficial interest in the commercial banking sector for maintaining the existing system or at least limiting the scope and pace of change.

One representative observed that it was always going to be difficult to excite a broader constituency about this work and build political momentum behind this. It was also suggested that many forms of research are increasingly having to deal with backlash these days which makes it even more difficult to gain traction on issues.

Another representative noted that the topic continues to be highly relevant and transformational. It will require wise government intervention, but it will need to become a political priority before any major action is taken. It was emphasized that the small business sector can benefit tremendously from innovation in financial services and the topic is an important consumer issue. However, it needs to be further framed and presented to make it more relatable to the general population (e.g., defining the costs to consumers and the risks to our global competitiveness). It was noted that Australia leveraged the introduction of open banking by promoting the interests of consumers and how their information is controlled. The driving force behind the introduction of open banking in Australia was the greater competition that it brought to the marketplace and stronger consumer control over data. It was suggested the Canada could take a similar approach to promoting open banking as a way to provide greater financial services at a lower cost while putting the necessary safeguards and governance in place to ensure it's done in a trusted way.

With respect to the next steps, it was suggested that it would be useful to try and place the work before a Senate committee. Although the work has not caught the interest of the House of Commons, there is interest and support from a member of the Senate to look at these issues. There is an emerging tech caucus that is being put together where parliamentarians and senators can gain an understanding of digital technologies and their implications and the safeguards and government mechanisms that need to be put in place. At some point it's anticipated that the CIGI work will be brought forward to this group. It was also suggested that more could potentially be done to connect with relevant provincial authorities to broaden the reach of the work.

Lessons Learned

This project represents a great example of how CIGI can work in partnership with other communities of interest to achieve similar objectives. Representatives with Bennett Jones confirmed that they were very pleased with the partnership and praised the quality of the workshops and resulting reports. It was emphasized that the goal of the initiative was highly relevant and the workshops and resulting reports addressed all the important questions and issues.

There were approximately 20 months between the release of the first workshop publication and the third workshop publication and it was suggested that it would've been more effective if all three publications had been released within a 12-14 period (i.e., to better sustain interest and awareness). However, it's recognized that this would have been difficult to operationalize given participant availability issues (e.g., limited availability during summer months and the end of year holiday season).

It would be useful for CIGI to conduct a review of the social media interest being generated and a stakeholder survey to better understand how readers are viewing the utility of the materials coming out of this project – and other CIGI projects.

The topic has a strong consumer angle which presents exciting opportunities from a public affairs and communication perspective. The topic can appeal to business writers and editors in ways that other GIGI interests/initiatives do not (e.g., space governance).

There appears to be very limited interest in Canadian academic law schools on this topic thus an important role for CIGI to continue advancing work in this area.

Case Study III: Re-Imagining a Canadian National Security Strategy for the 21st Century.

Introduction

The National Security Strategy project was launched in the 2020–2021 fiscal year and completed in the 2021-2022 fiscal year.

The project was co-directed by CIGI Managing Director Aaron Shull[17] and CIGI Senior Fellow Wesley Wark[18]. The project was broken down into 10 thematic areas and each area had one or more theme leads. Each area also had one or more Senior Government Liaisons (SGLs) (who could act as an engaged connector and a resource) and a working group made up of both domestic and international experts.

The National Security Strategy project had a total budget of $120,000 in 2020-2021 and $85,000 in 2021-2022. Modest honorariums were provided to the theme leads who ran the discussion groups and produced reports while the participation of SGLs and experts from various sectors and countries was pro bono.

Project Description

The thinking behind this project began in early 2020 when Wesley Wark approached Aaron Shull and suggested that CIGI take an active role in examining the current state of national security thinking in Canada. After further discussions over the summer of 2020, Wesley was invited to join CIGI as a Senior Fellow and Aaron and Wesley proceeded to conceptualize and launch the project.

The project was viewed as something of a new venture in that CIGI had not done work in this area previously. It was also attractive from the standpoint that it would involve connecting and building networks with federal government officials and ultimately contribute to advancing and strengthening CIGIs reputation in Ottawa.

The primary aim of this initiative was to engage Canadian experts and stakeholders, encouraging them to generate new ideas and prompt the Canadian government to update and innovate national security and intelligence practices. Building upon the foundations laid by the Government's National Security Green Paper, titled "Our Security, Our Rights," launched in 2016, the initiative aimed to establish a new and integrated strategic approach to national security.

As observed by one project representative, a significant weakness of the existing approach in this area is that the work is often done in isolation. For example, there exist separate policies such as the Strong, Secure, Engaged Defence policy, the National Cyber Security Strategy, and the Innovation and Skills Plan, each focused on distinct areas. However, the reality is that foreign policy, domestic innovation (national prosperity), intellectual property (IP) policy, data governance, cyber security, and trade are now deeply

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[17] Aaron is a senior legal executive and is recognized as a leading expert on complex issues at the intersection of public policy, emerging technology, cybersecurity, privacy and data protection.
[18] Wesley recently retired from the University of Toronto's Munk School of Global Affairs and Public Policy, where he had taught since 1988. He served two terms on the prime minister of Canada's Advisory Council on National Security (2005–2009) and on the Advisory Committee to the President of the Canada Border Services Agency from 2006 to 2010.

intertwined and the response to security threats needs to be interconnected. The objective of the National Security Strategy project was to effectively tackle emerging and non-traditional threats to national security while understanding their interconnections. The initiative aimed to shape global policy and rulemaking to protect future prosperity and bolster domestic security.

As noted by one project representative, the project is consistent with CIGI's mission, which aims to build bridges from knowledge to power by conducting world-leading research and analysis, influencing policy makers, fostering innovation, and building capacity for multilateral governance. The project pulled in extensive knowledge from experts across diverse fields and generated new thought leadership around national security.

Over the past three years, the significance of this initiative has grown considerably due to factors such as the COVID-19 pandemic, geopolitical shifts, technological advancements, and changes in the global threat landscape. These developments have underscored the critical need for a comprehensive, forward-thinking, and innovative national security strategy. Issues like cybersecurity, public health crises, and foreign interference have become increasingly urgent, further highlighting the importance of this initiative and its objectives.

The scope of the research covered through this project was broad, encompassing strategic review, decision making, and governance, legislative amendments, transparency, public reporting, and engagement capacity building. The research addressed various key challenges faced by the government and provided a robust framework for ensuring Canada's national security in the evolving threat landscape. The project also recognized the growing importance of emerging technologies in the context of national security.

Approximately 25 topics (thematic areas) were initially identified during the design phase of the project. The selection process was aided by discussions with senior government officials who assisted in identifying areas for potential collaboration and ten topics were ultimately prioritized.[19] The feedback provided by government officials was also helpful in confirming the work would have relevance.

The project was divided into the following ten thematic pillars:
1) Reorienting national security to new and non-traditional threats
2) Rethinking intelligence
3) Making digital living safe and secure
4) Emerging technologies, game changers and impacts on national security
5) Economic security and a changing global economy
6) Climate change and security impacts
7) After COVID-19: global pandemics and biosecurity strategy
8) Borders and the new geopolitics
9) Ensuring democracy
10) Canada's role in international security

Each thematic pillar was led by a Senior Fellow or thematic leader and a total of 17 working group theme leads were positioned across the ten pillars.

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[19] Some of the topics that did not make the short list included broader defence issues, the relationship between law enforcement and national security, Canada and international law, and space governance issues. CIGI established a standalone project on space governance during the 2021-2022 fiscal year.

Stakeholder engagement groups, comprising representatives from government, industry, academia, and civil society, were established for each theme. A key distinctive feature of the project was the active involvement of SGLs - high-ranking officials from the Government of Canada. A total of 21 SGLs were engaged across the ten thematic pillars and they provided invaluable input and insights, drawing from their experience, and understanding of national security realities. They were instrumental in contributing to the drafting of thematic reports, helping to shape the project's outcomes in a way that aligns closely with the government's operational and strategic needs. Their participation also ensured a direct line of communication and interaction between the project team and the government, enabling a high degree of current relevance and practical impact.

The project ultimately had participation from over 250 experts who engaged in thematic working groups and other related engagement activities.

A total of 65 working group meetings were conducted and a total of nine reports were produced as part of the Reimagining a Canadian National Security Strategy publication series:
- Ensuring Democracy while Protecting Canadian National Security - Report No. 1 (Oct. 2021)
- Climate Change Impacts on Canadian National Security - Report No. 2 (Oct. 2021)
- Emerging Security Challenges for Canada in the Coming Decade - Report No. 3 (Oct. 2021)
- International Security: Canada's Role in Meeting Global Threats - Report No. 4 (Nov. 2021)
- After COVID: Global Pandemics and Canada's Biosecurity Strategy - Report No. 5 (Nov. 2021)
- Prepared: Canadian Intelligence for the Dangerous Decades - Report No. 6 (Nov. 2021)
- Borders and the New Geopolitics - Report No. 7 (Nov. 2021)
- Economic Security and the Changing Global Economy - Report No. 8 (Dec. 2021)
- Emerging Technologies, Game Changers and the Impact on National Security - Report No. 9 (Jan. 2022)

A standalone report was not produced for the theme area "making digital safe and secure" due to unforeseen circumstances with the theme leads. However, the subject was integrated into other activities such as the virtual events which ensured that the theme's critical aspects were still addressed and disseminated to CIGIs audience.[20]

An overarching special report was produced by Aaron Shull and Wesley Wark in December 2021 titled Reimagining a Canadian National Security Strategy. The report represents the culmination of project activities and called on the Government of Canada to update its 17-year-old national security policy in the face of non-traditional threats and recommending specific actions toward its development and implementation.

A few other strategic engagement initiatives took place as part of this project including:
- A virtual event titled National Security, Economic Prosperity and Canada's Future with Aaron Shull and David Vigneault, director of the Canadian Security Intelligence Service (Feb. 2021)
- A virtual event titled Enhancing Cybersecurity Readiness in an Era of Digital Disruption with Aaron Shull and Shelly Bruce, Chief of the Communications Security Establishment (May 2021)

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[20] The virtual session with Shelly Bruce, Chief of the Communications Security Establishment, on "Enhancing Cybersecurity Readiness in an Era of Digital Disruption" in May 2021 is a prime example. Cybersecurity also features prominently in the special report written by Aaron Shull and Wesley Wark titled Reimagining a Canadian National Security Strategy (Dec. 2021).

- A virtual event titled National Security Challenges in the 21st Century with Aaron Shull and Vincent Rigby, National Security and Intelligence Advisor to the Prime Minister (June 2021)
- A virtual event titled Strengthening National Security and Privacy in the Digital Era with Privacy Commissioner of Canada Daniel Therrien (Oct. 2021)
- The capstone of CIGIs event series was a hybrid event featuring The Honourable Marco Mendicino, Public Safety Minister (June 2022)

In addition to the working group meetings, publications and speaker series mentioned above, a variety of other products were delivered as part of or in association with this initiative including at least 25 opinion columns involving 13 different authors/contributors. Information related to the project was also promoted through social media (e.g., Twitter, LinkedIn, Facebook, YouTube). This consisted of at least 12 postings featuring links to the reports in the publication series and multimedia presentations from the speaker series.

Furthermore, at least 14 articles with references to CIGI appeared in the news media (e.g., CBC, Globe and Mail, Toronto Star, National Post, The Hills Times, Bloomberg News, iPolitics). The report released by CIGI in Dec. 2021, Reimagining a Canadian National Security Strategy, received considerable attention throughout the media.

CIGIs work in this realm gained further exposure through other engagements and events:
- CIGI's national security work was introduced by Aaron Shull to various audiences throughout the spring of 2021 including during a keynote at the Identity North Winter Workshop to a mainly private sector audience, during a keynote to the Executive Leadership Development Program (ELDP) arm of the Canada School of Public Service, and during the government of Canada's quarterly academic outreach meeting (chaired by CSIS), which featured representatives from the MINDs program, Defence Research and Development Canada, Public Safety, Global Affairs, Heritage, the Canada School of Public Service, the Communications Security Establishment, and a representative of the office of the Commissioner of Elections Canada.

- Aaron Shull and Wesley Wark presented at the Intelligence Analyst Forum in Sept. 2021. This event was co-hosted by the Intelligence Assessment Secretariat of the Privy Council Office and the Canada School of Public Service, with support from the Canadian Association of Professional Intelligence Analysts.

- Aaron Shull presented the project at the Canadian Association for Security and Intelligence Studies West Coast Security Conference in Nov. 2021, and at a CSIS expert briefing in Dec. 2021 to discuss the national security project and share preliminary recommendations.

- Aaron Shull attended a conference in Bahrain in Dec. 2021 to discuss the responsibilities and capacities of think tanks and research institutes in light of global crises –such as Covid-19. Examples of the collaborative work completed through the national security project were presented to illustrate how think tanks can continue to be innovative during a time of crisis, provoking a lively discussion from key audience members.

- CIGI organized targeted digital roundtables with key government departments with the Theme Leads from the project. The first discussion was hosted in partnership with the Department of Justice focusing on theme 9 Ensuring Democracy. Elisabeth Eid, Assistant Deputy Minister at the Department of Justice moderated the plenary discussion with various senior government personnel. Another example, centred on theme 8, Borders and the New Geopolitics, and was organized alongside Scott Millar, Vice-President of the Strategic Policy Branch at the Canada

Border Service Agency (CBSA), and Lynn Lawless, Executive Director, External Review Division at the Strategic Policy Branch at CBSA. Both sessions incited lively conversation that drew on each theme's specific recommendations for the development and implementation of actions that will best protect Canada's national security interests.

- CIGI hosted a round table discussion with experts Leah Lawrence and Wesley Wark in March 2022 to discuss the impacts of climate change on national security as part of the Halifax Peace with Women Fellowship. This endeavour brought together 12 senior, active-duty, female military officers from NATO member and partner countries for a 3-week executive tour of the political and technological capitals of the United States and Canada.

- Aaron Shull and Wesley Wark were invited to appear before the Standing Committee on Public Safety and National Security (SECU) in May 2022 where they offered advice and recommendations with respect to the committee's assessment of Canada's security posture in relation to Russia.

- CIGI was contacted by the Canadian Forces College with an invitation to contribute to a course on 'Strategic Thinking and Formulating National Security Strategies.' In December 2021, Wesley Wark joined one of the course sessions to explain why the Government of Canada should put its efforts toward formalizing a national security strategy, and how national security professionals could support this endeavour. The course syllabus contains several readings showcasing CIGI's national security work and affiliated experts.

- CIGI was contracted by Defence Research and Development Canada (DRDC) to organize and host a series of three virtual workshops related to artificial intelligence within the military defence and security domain (Jan. and Feb. 2021). The workshop series brought together experts from the Canadian Innovation Ecosystem in AI and the Department of National Defence (DND), and the Canadian Armed Forces (CAF) to exchange perspectives on the impact of AI for Defence and Security. Following the first set of the DRDC workshops, CIGI was invited to partner with DRDC on three additional virtual workshops to facilitate Canada's leadership in establishing the recently announced NATO Climate and Security Centre of Excellence led by Global Affairs Canada (GAC) and DND (June and Oct. 2022, March 2023).

- In fall 2022, CIGI began working with the Canada School of Public Service to develop a new series on 'Economic-Based Threats to National Security,' with the objective to increase awareness among civil servants on the intangibles - economy, leading/emerging technologies, hostile activities by state actors and its implications for Canada.

From the initial planning stages, CIGI actively engaged potential partners and established a foundation for collaboration. Communication with partners was maintained throughout the project, with regular updates and frequent meetings and collaborative forums. The commitment to transparent and ongoing communication was key to promoting efficient collaboration and effective partnership management. The mutual benefits of the partnership were communicated to all participants, ensuring that each partner recognized the value of their involvement. CIGI's recognition and acknowledgment of each partner publicly further reinforced their commitment and solidified the relationship between CIGI and its partners.

Representatives confirmed that the research techniques deployed in this initiative were appropriately selected and effectively employed. They were well-suited to the research questions and the complex nature of the topics under review, and they created a robust and insightful overview of Canada's national security outlook.

A project representative confirmed that the SGLs were enthusiastic about their participation in the project and noted that that there was a common feeling that the national security environment for Canada was in a profound time of change and this work was important. However, it was somewhat more challenging to bring together a group of experts to take part in the individual thematic working groups. This stemmed from the limited pool of Canadian experts available with knowledge of national security issues and it was decided to reach out to international experts to join the working groups including individuals from the US, Europe, Australia, and New Zealand.

Despite the challenges, CIGI was able to successfully convene a diverse array of thought leaders to provide fresh insights and innovative strategies and discuss the complexities of Canada's national security landscape in ways that others have not fully explored. As described by one representative, the ability of CIGI to bring together different audiences and make the conversation relevant to everyone was very impressive. The ability of CIGI to attract the involvement of active government officials is viewed as especially unique compared to what other organizations and institutions are doing. For example, one academic institution in Canada recently completed a similar type of study but with the involvement of former government officials. A significant benefit of the CIGI project is that it brought together active government officials as well as people from outside government and the interaction helped in promoting a high level of awareness of the issues. Indeed, involving current government officials in the project as SGLs not only enriched the research and recommendations but also increases the likelihood of implementation, as the findings are already embedded in the policy-making process from the early stages.

Project representatives confirmed that the project was adequately resourced. As described by one representative, CIGI was remarkable in terms of the dedicated staff and mandates that could assist the project, the dedicated online platforms, and a professional publication and technology team that could support the production of high-quality reports and video products and monitor social media uptake.

Representatives confirmed that the research output from the initiative was packaged, promoted, and distributed in a highly professional and accessible manner. The use of diverse communication channels, including digital platforms, webinars, conferences, and media interactions, further ensured the wide reach of the initiative's outputs. The initiative's research has been accessed by an array of relevant stakeholders, including government bodies, academic institutions, non-profit organizations, and private sector entities. This can be seen in the breadth of attendance at project-related events, downloads and citations of published work, and references in public discourse.

However, as with any initiative of this scale, there were certain challenges in preparing, promoting, and distributing the information. These include ensuring the technical accuracy of the information while maintaining accessibility for non-expert audiences, reaching the right stakeholders in a crowded information landscape, and adapting the messaging for different formats and platforms without losing the core message.

Impact

The initiative contributed to the strengthening of networks among agencies involved, including CIGI and other partners. A key achievement of this initiative was the degree of collaboration and interdisciplinary cooperation it inspired among a diverse range of stakeholders, from government departments and academic institutions to think tanks, non-profit organizations, and private sector groups. Experts from various backgrounds and disciplines came together to address multi-faceted national security issues and contributed to meaningful conversations that informed the development of practical guidance for policy makers.

CIGI's role in this initiative solidified its position as a pivotal hub in the network, demonstrating its capacity to lead complex, multi-stakeholder initiatives. The partnerships developed through this project deepened CIGI's connections with key agencies and organizations, both domestically and internationally, and created a foundation for potential future collaborations.

The information and research produced through this initiative have heightened awareness about the pressing issues of national security, climate change, economic security, data governance, and the implications of technological change. The initiative's comprehensive coverage of these issues illustrated the interconnected nature of modern security threats and underscored the importance of a strategic, interdisciplinary, inclusive, and evidence-based approach to national security. Stakeholders, including government bodies, academic institutions, and non-profit organizations, have particularly valued the in-depth policy recommendations and strategic insights provided by the initiative.

The full impact of the initiative on decision-making processes is challenging to assess and may become clearer over time. Attributing policy change directly to a single initiative can be complex due to the variety of factors that influence policy making. Furthermore, it's important to recognize potential challenges that may limit the ability of decision-makers to utilize the research fully. As described by one project representative, these include the complex nature of the topics covered, which may require specific expertise to understand fully; the need for significant changes to existing structures and practices, which can be difficult to implement; and potential political considerations that may affect the adoption of the recommendations.

However, there are signs that the initiative is having some influence on both national and global governance policy by contributing to the dialogue and providing valuable insights and recommendations. Globally, the initiative has informed discussions on national security issues, particularly in the areas of cyber security, pandemic threats, and climate change, which have international implications.

Nationally, the initiative has provided a robust set of recommendations for the Government of Canada, addressing issues of strategic review, decision-making and governance, legislative amendments, transparency and public reporting, and engagement and capacity building. The recommendations have contributed to the national discourse on security policy and have the potential to influence the formulation and implementation of new strategies and legislations.

The national security project had further publicly reported policy impact. The Prime Minister's Office recently announced the establishment of a new National Security Council, noting that "it will follow the example of its Five Eye allies and set up a cabinet committee on national security and intelligence. [...] A

PMO spokesperson called the new National Security Council a 'forum for ministers to deliberate on and address issues of pressing concern to Canada's domestic and international security.'"[21]

Notably, the CBC reported that the establishment of this committee was "first proposed by the Centre for International Governance Innovation in 2021 and again by two national security experts at the University of Ottawa in 2022 before being adopted as a recommendation by David Johnston, the special rapporteur on alleged Chinese election interference."[22] While outside the term of this evaluation, this demonstrates the value of the substantive work to decision making at the opportune moment – and CIGI's prescient choice of research areas.

The project also stimulated a considerable amount of discussion on the value of such a strategy which was not occurring prior to the project. In addition to the National Security Council, the federal government also recently announced the establishment of a Cabinet Committee on Safety, Security and Emergencies. Its mandate is to consider threats and risks to the safety and security of Canada and Canadians, manage ongoing emergencies, and ensure strategic, integrated, and forward-looking leadership for emergency management (mitigation, preparedness, response, and recovery). This is consistent with a recommendation in the CIGI report which called for a cabinet committee on national security to be established with "a more focused mandate and a forward-looking capacity to consider strategic and longer-term responses to threats."[23]

Although this project has ended, national security issues continue to be an active pillar of CIGI's work and CIGI has leveraged its expertise and standing in national security as timely issues have arisen following the period of evaluation. For example, CIGI hosted expert consultations and roundtables on the creation of a foreign agent registry in Canada and on the use of Open-Source Intelligence (OSINT). In addition, CIGI recently hosted the Waterloo Security Dialogue in June 2023. This two-day conference brought together experts from defence, technology, policy, and ethics to comprehensively discuss the implications and challenges of emerging technologies. The event facilitated meaningful discussions among stakeholders and represents an example of the ongoing engagement and community of practice that has been established through the project. The event also fostered some ongoing benefits. For example, the Canadian Security Intelligence Service (CSIS) has been trying to speak with municipal leaders about issues around smart cities and the technologies that are being used to protect data collected from Canadians. There's a general sense that municipalities have not been treating this as a national security issue. During the Waterloo Security Dialogue, CSIS was able to connect with a representative from the Ontario Caucus of the Federation of Canadian Municipalities and they are now pursuing further discussions with the Federation of Canadian Municipalities.

Several project representatives emphasized the importance of CIGI retaining a role in this area. As described by one representative, national security should remain a priority interest for CIGI given how quickly different issues can arise and the need for public reflection and independent voices contributing to the discourse. Another representative observed that the project remains highly relevant and highly necessary, especially within the context of emerging technologies and their complex and crucial role in future security landscapes. One project representative suggested that CIGI should host another

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[21] CBC News. "Trudeau overhauls his cabinet, drops 7 ministers and shuffles most portfolios." CBC News, January 26, 2023. Link.

[22] CBC News. "ANALYSIS | Minister of defence is no easy job — is Bill Blair ready for it?" CBC News, January 27, 2023. Link.

[23] CIGI Special Report. Reimagining a Canadian National Security Strategy. Aaron Shull and Wesley Wark. 2021

conference a year or two from now to reflect on what's been achieved since the project was initiated, especially in relation to the status of a national security strategy.

Lessons Learned

The initiative encountered several significant challenges during its implementation and CIGI used a variety of strategies in response.

The constantly evolving global security environment meant that the initiative had to continuously adapt its focus and objectives to remain relevant. This was particularly true given the emerging issues of climate change, pandemic threats, and the rapid pace of technological advancement. To keep pace with the changing security environment, CIGI maintained a flexible approach to its research and policy work, conducting regular updates and reassessments of its strategic objectives.

The multifaceted nature of national security issues required an interdisciplinary approach to research, which presented challenges in bringing together experts from diverse fields and fostering effective collaboration among them. It was important to dedicate sufficient time for planning and operationalizing the project given the breadth of issues examined and the need to establish the theme leads. A list of prospective leads was put together based on their knowledge areas and their capacity to bring in other relevant experts through their networks. Once the leads were identified a considerable amount of time was invested in conversations with the leads to provide guidance on how to structure the working groups, who to involve and engage with, what topics to focus on, and how to run the meetings. CIGI assembled a diverse team of experts from various fields, facilitated cross-disciplinary dialogue, and encouraged collaborative research.

Ensuring the buy-in and engagement of key government stakeholders and other relevant actors was a challenge given the sensitive and complex nature of national security issues. CIGI prioritized early and consistent engagement with government and other stakeholders to ensure their buy-in and active participation. They utilized the experience and networks of their Senior Fellows and government officials involved in the project for this purpose.

Project representatives acknowledged that some aspects of the initiative could have been strengthened. For example, there could have been more focused efforts to engage Indigenous perspectives in the project and ensure that their perspectives and expertise were integrated into discussions on national security issues. Increasing Indigenous participation would not only diversify the range of perspectives considered in the project but also align with CIGI's commitment to inclusivity and representation, further enriching the initiative. Additionally, more proactive strategies would have helped to anticipate and adapt to emerging security trends and issues.

With respect to evaluation, the initiative was monitored and evaluated through a multi-faceted approach that included holding regular progress meetings and soliciting feedback from stakeholders at various stages of the project. The project also used internal reviews and external peer reviews to assess the quality and impact of the research. Although this approach was viewed as effective, project representatives identified a few additional strategies that could be incorporated to enhance it further:

- The evaluation process could begin even earlier, during the planning stage of the initiative. A thorough pre-project evaluation would allow for a clearer understanding of the baseline from which the project is starting and provide more precise metrics for comparison in the post-project evaluation.

- The use of real-time evaluation tools could be beneficial in identifying any issues or opportunities as they arise. These tools can facilitate immediate course corrections if needed, thereby enhancing the initiative's effectiveness and efficiency.
- While there was some focus on assessing the impact of the initiative, a more comprehensive post-project impact analysis could further demonstrate the value and influence of the initiative. This could include tracing how the policy recommendations have been adopted and measuring their impact on national security policies and practices.
- Feedback from a broader audience, including policy experts outside the project and the public, could provide additional insights and help gauge the wider perception and impact of the initiative. As observed by one project representative, the pool of experts in Canada is relatively small and it's important to have new ideas brought in from other jurisdictions to challenge our thinking.

Conclusions and Recommendations

Conclusions

CIGI is doing relevant and effective work. CIGI's reputation for producing excellent research is solid and improving, which can be considered a positive indicator that the closure of the International Law Research Program and significant staff cuts were managed effectively during a difficult period of funding cuts and COVID-19.

CIGI's move into the digital space and related governance issues is seen to be ahead of others. As such, CIGI is seen as an innovator and leader on digital governance issues including artificial intelligence and cyber security.

CIGI punches above its weight. CIGI has more influence than is expected for a small think tank located outside of Ottawa.

Still, CIGI is not as visible as it should be, particularly with Canadian government actors. CIGI has done several important projects with the Government of Canada. However, there remains a sense among interviewees that CIGI is often ignored in favour of American or international correspondents.

CIGI is more of a Canadian think tank than an international one, which is considered an important advantage by some, although there is an opportunity to gain more attention in international circles and build upon its strong reputation on digital issues related to finance and governance.

CIGI needs to have more full-time research staff expertise than is the case presently. Current research staff work hard and deliver excellent results. However, there is often too much work, which can create delays in releasing reports.

CIGI's research publications are very credible and important but frequently are not partnered with clear plain language communication tools that address policy questions, presenting an opportunity for increasing expertise in knowledge translation.

CIGI fellows feel the need to have more cohesiveness in their work. There needs to be a common understanding among the fellows of the activities and how they contribute to the overall mission of CIGI.

CIGI occupies a unique space as a think tank based in Waterloo and not in Washington, New York, or Ottawa. This has both positive and negative spinoffs. Positively, its base outside of the major cities leads to a feeling that it is independent and unique. Negatively, CIGI has difficulty influencing some of the major actors located in the capital cities.

There are opportunities for CIGI to increase its presence and contribution within the Waterloo community. This includes additional partnership opportunities with the universities and the tech sector.

Recommendations

The recommendations have merged in an organic manner from interviews, the survey, the case studies, and other sources. Before we proceed with the recommendations on the current work, we provide some commentary on the implementation of recommendations from the 2018 evaluation.[24]

Recommendations from 2018 report

Recommendation	Commentary
Recommendation 1: CIGI's role as an independent, non-partisan think tank whose mandate through research is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security & politics, and international law should be maintained.	Continuation of the mandate as expressed in the 2015-20 strategic plan. This has been maintained with the sole exception of the discontinuation of the International Law Research Program because of the termination of provincial funding.
Recommendation 2: Avenues for increased opportunities for interaction with young researchers and scholars from Global Economy and Global Security & Politics programs with government stakeholders should be explored. The Government of Canada has expressed interest in the benefits of such an approach that includes "new thinkers".	Engagement of young researchers has been pursued and remains a current priority.
Recommendation 3: Address staff turnover or "churn" issue. Reduction of turnover would support achieving productivity gains and stability of human resources.	Addressed the need to reduce staff turnover. During the current evaluation this has not emerged as a significant issue except to the extent of the downsizing from the end of the international law program.
Recommendation 4: CIGI should promote enhanced interaction between / among Fellows across the entire organization; CIGI senior managers should plan more regular meetings with CIGI researchers, Fellows, and Chairs to discuss expectations, roles, research involvement and synergies. CIGI should improve communications and interaction between ILRP and other programs and stakeholders. There is not a strong knowledge or understanding about its work.	Suggestions with respect to the management of the fellows have emerged again in this evaluation and are referenced in the recommendations below.
Recommendation 5: Establish Clear Thematic Key Projects or Priorities – one per Department,	The three pillars of the program have functioned as themes and have been maintained (The Economy

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[24] Evaluation of the Centre for International Governance Innovation FINAL REPORT | 25 MAY 2018, Universalia Consultants

using existing logic models as a guide. CIGI could strategically focus resources on a few program priorities to increase impact and influence on policy makers.	Is Driven by Data, New Technologies Threaten Democracy and Security, Global Institutions Must Adapt to the Digital Era) and although HCA was not aware of identified flagship projects, in practice, lead projects have emerged.
Recommendation 6: CIGI should develop follow-up plans for projects, publications and meetings to ensure key activities' legacies and recommendations are maintained and acted upon in the interest of sustainability and reference points for future action.	We did not encounter such plans and the need for such plans did not emerge from the evaluation.
Recommendation 7: To improve monitoring of the logic model and progress toward results achievement: (a) draft a corporate Performance Measurement Framework identifying indicators, baselines, targets, data sources, data collection methods, and responsibilities, which rolls up contributions from the three Program areas, and facilitates reporting and dissemination of CIGI's numerous results achievements; (b) continue program/project based logic models and project/program-based PMF activities which facilitate improved monitoring / reporting of projects.	As we understand it this has not been done. We include a related recommendation below.
Recommendation 8: Increase diversity in Board composition, by moving towards gender equality. Stimulate new and fresh ideas by introducing term limits. All board positions should be filled. At present, there is an outstanding position by Global Affairs Canada to be appointed.	This did not emerge as an issue in this evaluation. It is however supported by HCA
Recommendation 9: CIGI should become a focal point for Canadian researchers in International Governance Innovation by stimulating the creation of national thought networks (part of the original mandate), similar to international networks such as T20 and the World Refugee Council.	HCA observed that such networks were established as a part of CIGI projects but have not been seen as a major part of CIGI programming.

Recommendation 1: It is recommended that CIGI develop a strategy to more closely integrate the research with policy outcomes. The project/ research agenda could benefit from the development of simple logic models that are specific about the policy impacts being targeted. A project workplan would then have an explicit strategy designed for knowledge translation of research results to policy. The logic models could also then serve to facilitate development of outcomes for evaluation.

Recommendation 2: It is recommended that CIGI increase its work on research reports to ensure that they all include a plain language, policy-related message for the reader outside of academia. CIGI's research publications are very credible and important but frequently are not partnered with clear plain language communication tools.

Recommendation 3: It is recommended that CIGI develop a strategy to maintain and increase CIGI's presence in Ottawa. There have been several recent important projects where an Ottawa presence has been key. However, there is a belief that Ottawa turns to organizations outside of Canada for advice when CIGI could be the source of such information.

Recommendation 4: It is recommended that CIGI establish partnerships with the Waterloo tech sector. Many of CIGI's initiatives have a strong technology component. These include AI, cyber security and digitalization of payments and currency. Tech partners in Waterloo could make an important contribution to work in these areas.

Recommendation 5: It is recommended that CIGI continue to promote its role as an independent, financially stable think tank based outside of Ottawa, Washington, and New York. This space occupied by CIGI promotes an alternative, independent viewpoint.

Recommendation 6: It is recommended that CIGI add to and strengthen its full-time research team. Currently with eight full-time equivalents it is limited in its ability to initiate and complete new research. On occasion, this leads to a prolonged time from completion of research to its release. Current research team members are putting in long hours in reviewing research reports. This has led to an excellent, well-respected product. However, it is often delayed in its release. The important role of the 100 fellows in supporting the research team is acknowledged.

Recommendation 7: It is recommended that work be continued on the effort to coordinate the research of diverse fellows more closely. It is acknowledged that the new President has made this a priority. HCA strongly supports that work. Fellows often work independently on research and/or opinion pieces and there tends to be limited awareness of the broader strategic objective of the research and how it fits with ongoing work. It would be beneficial to inform fellows and other contributors how their work aligns with the broader plan so that they can better understand the value of their contribution and any crucial timing considerations if the work is feeding into other events.

Recommendations 8: It is recommended that a policy be developed to deal with CIGI and its contractual or other relationships with fellows. There is confusion among fellows about who gets paid for work and how. In the interviews it was reported that some fellows and contributors get paid for writing while some fellows just do it because they value the CIGI connection.

Recommendation 9: It is recommended that CIGI provide a website link between topics and projects to allow users to fully utilize research results.

Recommendation 10: It is recommended that Public Affairs work closely with fellows and research projects from the initial phases to ensure that maximum policy impact is achieved.

Recommendation 11: It is recommended that CIGI be more aspirational in establishing a long-term agenda for research and policy work (e.g., 10 - 15 years).

Recommendation 12: It is recommended that CIGI increase its visibility in the Waterloo community. CIGI has been present in the Waterloo region since its inception. Prior to COVID, CIGI hosted many well-attended events, often based in the auditorium on the CIGI campus. These stopped by necessity during COVID. It is suggested that programming for the Waterloo region be increased and promoted to attract University and other community participants.

Appendix I: Evaluation Matrix

Table 9: Evaluation Matrix

Issue	Question	Indicator	Tools
Relevance	Are the issues being pursued by CIGI of major importance?	Degree of agreement by stakeholders	Case studies, key informant interviews, survey
	List of CIGI activities by theme ranked in importance.		Survey
	Are the issues being addressed by CIGI contributing ideas and approaches not effectively addressed by others?	Comments by stakeholders on CIGI's contribution	Case studies, key informant interviews
Effectiveness	What activities are valued most by stakeholders?	Degree of utility of various activities	Survey
	What aspects of CIGI's model (i.e., project approaches, outputs) are most effective and should be replicated going forward?	Examples cited by respondents	Key informant interviews
	Has CIGI contributed to a heightening of awareness of issues of the day with respect to global governance in the digital era?	Examples cited by respondents	Key informant interviews
		% of survey respondents who indicate that CIGI has contributed to increased knowledge and awareness on governance issues and solutions	Survey
	Have the recommendations from the last 5-year evaluation been effectively addressed, given the context (funding cuts/ closure of the International Law Research Program and COVID-19)?	Response to recommendations document prepared by CIGI and examples cited by respondents	Response to recommendations document and key informant interviews
	Has the closure of the International Law Research Program been managed effectively?	Reflections by stakeholders related to closure of the ILRP	Case studies, key informant interviews
Impact	Have stakeholder organizations indicated that CIGI has had a continuing and long-term impact on their policies and approaches?	Degree of agreement by stakeholders	Case studies, key informant interviews, survey
	Are there major policies or policy areas that have been clearly influenced by CIGI?	Examples cited by respondents	Case studies, key informant interviews, survey

Appendix II: Tools

Participant Survey

Survey Questions

1. Do you agree to complete the survey? (Yes, No)

2. Do you live in Canada? (Yes, No)
   a. If no: In what country do you live?

3. For approximately how many years have you known about CIGI and its work? (Please share number of years using a whole number, e.g. 5)

4. In the last five years, have you attended any CIGI knowledge sharing events? (Yes, No)
   a. If yes: How many CIGI knowledge sharing events have you attended?

5. Approximately how often do you access the following from the CIGI website (www.cigionline.org)? (For each: Never, Once a year, At least every 6 months, At least every 3 months, Weekly, Daily, N/A)
   a. Research publications
   b. Opinion pieces
   c. Op-eds
   d. Multimedia pieces (e.g. videos, audio content)

6. How useful do you find the following CIGI activities or products to your own work? (For each: 1 – Not useful at all, 2 – Fairly useful, 3 – Neutral, 4 – Useful, 5 – Very useful)
   a. Knowledge sharing events
   b. Research publications
   c. Opinion pieces
   d. Op-eds
   e. Multimedia pieces (e.g. videos)
   f. Other (please specify)

7. How relevant do you find each of the following CIGI research topics to your work? (For each: 1 – Not relevant at all, 2 – Fairly relevant, 3 – Neither relevant or irrelevant, 4 – Relevant, 5 – Extremely relevant)
   a. Big data
   b. Artificial intelligence
   c. Data standards
   d. Financial technology
   e. Smart cities
   f. Cyber espionage and war
   g. Combatting inequality
   h. Intellectual property
   i. Modernization of global institutions
   j. Protecting democratic institutions
   k. Supporting a culture of national security

8. To what extent has your involvement with CIGI helped to increase your knowledge and awareness of governance issues and solutions? (1 – Not at all, 2 – Slightly, 3 – Somewhat, 4 – A moderate amount, 5 - A great deal)
   a. Please explain:

9. To what extent have you and/or your organization grown or strengthened your professional network because of your involvement with CIGI? (1 – Not at all, 2 – Slightly, 3 – Somewhat, 4 – A moderate amount, 5 - A great deal)
   a. Please explain:

10. Have you and/or your organization used CIGI materials to influence decisions you have made? (1 – Never, 2 – Rarely, 3 – Occasionally, 4 – Often, 5 – Always)
    a. Please explain:

11. Have you and/or your organization cited CIGI research findings in your own publications and/or presentations? (1 – Never, 2 – Rarely, 3 – Occasionally, 4 – Often, 5 – Always)
    a. Please explain:

12. Have you and/or your organization adopted CIGI policy recommendations in your work? (1 – Never, 2 – Rarely, 3 – Occasionally, 4 – Often, 5 – Always)
    a. Please explain:

13. In your opinion, what have been the most important contributions of CIGI's work in the last five years? Why?

14. Please share one idea for how you believe CIGI can strengthen its activities and/or impact to better meet the needs of global society in the current digital era.

15. What is the primary type of organization that you work for?
    a. Educational institution
    b. Research institution
    c. National government
    d. Municipal government
    e. Non-profit organization
    f. Private sector corporation
    g. Independent consultant
    h. Media
    i. Retired
    j. Other (please specify)

16. Is there anything else you would like to share?

Key Informant Interview guide

CIGI Review – Fellow Guide

Introduction

1. Can you please introduce yourself and tell me about your involvement with the Centre for International Governance Innovation (CIGI)?

2. How long have you been involved with CIGI, and what initially drew you to the organization?

3. What has been your level of involvement with CIGI over the past 5 years [modify depending on response to 2 if involvement is more recent than 5 years]? Would you say you have been 1) very involved? 2) moderately involved? 3) marginally involved?

Perception of CIGI

4. In your own words, how would you describe CIGI's mission and goals at a high level?

5. In your opinion, how effectively does CIGI accomplish its mission and goals?

6. How would you describe CIGI's reputation in the international community?

CIGI's Impact

7. Can you give an example of a CIGI project or initiative that you believe has had a significant impact on global governance policy over the past 5 years? Why was this impactful?

8. In your opinion, what is CIGI's biggest achievement to date?

Collaborations (if you don't consider yourself a partner skip to question 13)

9. How would you describe CIGI as a partner?

10. What has been most successful in the collaboration between CIGI and your organization?

11. In what ways, if at all, has your organization/ institution been impacted by your involvement with CIGI?
    a. Have you made any new contacts or partnerships? Strengthened existing networks?
    b. Used CIGI research or resources to change internal decision-making processes?
    c. Used CIGI research or resources to inform policies?
    d. Other?

12. How can CIGI strengthen its partnership with your organization?

Challenges

13. What are some of the biggest challenges that CIGI faces in its work?

14. How does CIGI respond to these challenges?

Future Directions

15. In your opinion, what should be CIGI's top priorities in the coming years?

Conclusion

16. Is there anything else you would like to share about your experience with CIGI or your thoughts on the organization?

CIGI Review – Board of Directors Interview Guide

Harry Cummings and Associates Inc. has been retained to carry out a 5-year evaluation of CIGI. We are seeking your comments as input to the evaluation.

Please feel free to refuse to respond to any questions you are uncomfortable with. Your responses will not be associated with your name. Instead, we will combine your response with those of other staff members to gain an overall opinion.

Your responses are very important to us and will help us provide recommendations to improve CIGI's work.

Do you agree to proceed with the interview?

Harry Cummings, Josephine Bamanya 519 823 1647

Introduction

1. Can you please introduce yourself and tell us about your background and experience in governance?

2. How long have you been a member of the Board of Directors?

3. What motivated you to join the Board of Directors?

Role and Responsibilities

4. Can you describe your role and responsibilities as a member of the Board of Directors?

5. How do you ensure that you are fulfilling your responsibilities effectively?

6. How do you collaborate with other members of the Board of Directors?

Perception of CIGI

7. In your own words, how would you describe CIGI's mission and goals at a high level?

8. In your opinion, how effectively does CIGI accomplish its mission and goals?

9. How would you describe CIGI's reputation in the international community?

Performance Evaluation

10. In your opinion, what have been the most significant accomplishments of CIGI?

11. What challenges has CIGI faced during your tenure on the Board of Directors? How were these challenges addressed?

12. How do you suggest we measure the success of CIGI?

13. In what areas do you think CIGI can improve?

14. Has CIGI contributed to a heightening of awareness of issues of the day with respect to cyber security, economy and environment? Please explain.

15. Is there a major policy that has been implemented that was clearly impacted by CIGI?

16. How do you ensure that CIGI remains relevant in a constantly changing global landscape?

Challenges

17. What are some of the biggest challenges that CIGI faces in its work?

18. How does CIGI respond to these challenges?

Future Directions

19. In your opinion, what should be CIGI's top priorities in the coming years?

Conclusion

20. Do you have any other comments or suggestions regarding CIGI's performance or governance practices?

21. Finally, how do you plan to contribute to the continued success of CIGI in the future?

Thank you for your time and insights.

CIGI Review - Staff Interview Guide

Harry Cummings and Associates Inc. has been retained to carry out a 5-year evaluation of CIGI. We are seeking your comments as inputs to the evaluation.

Please feel free to refuse to respond to any questions you are uncomfortable with. Your responses will not be associated with your name. Instead, we will combine your response with those of other staff members to gain an overall opinion.

Your responses are very important to us and will help us provide recommendations to improve CIGI's work.

Do you agree to proceed with the interview?

Harry Cummings, Josephine Bamanya 519 823 1647

1. Can you tell us about your background and how you became involved with CIGI? How long have you worked at CIGI? What projects have you worked on/are you working on?

2. What group at CIGI are you most associated with?

3. Can you explain CIGI's mission and the focus areas of your research as it relates to the mission?

4. Name/describe one or two major impacts of projects you worked on/ are working on.

5. What do you consider to be CIGI's greatest strengths? What projects/ work should I look at as a demonstration of those strengths?

6. What do you see as a top priority for this evaluation? What sorts of things do you want to learn about? How do you hope the results will be used?

7. How does CIGI measure the impact of its research and its overall effectiveness?

8. Anything else you would like to share?

Thank you for your time. Please do not hesitate to contact me at 519 823 1647 or harry@hcaconsulting.ca