

**FORMATIVE EVALUATION OF THE  
CENTRE FOR INTERNATIONAL  
GOVERNANCE INNOVATION**

**CIGI**

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October 2008

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## **ACKNOWLEDGEMENTS**

We would like to acknowledge and thank those people who have been of great assistance in completing this study. Staff at CIGI provided valuable information, and participated in lengthy key informant interviews. The members of the evaluation steering committee in particular played an important role.

We also thank members of the public and the CIGI network who completed the on-line surveys. Most of the Key Informant Interviews were done in person and we are grateful to the key informants for their time. They often spoke openly and passionately about CIGI and its work.

Certain individuals participated in this work and deserve special mention. Laura Innis was assigned by CIGI to assist the evaluators and was very helpful in setting up interviews and undertaking a variety of other tasks. Two University of Guelph graduate students, Angus Grant and Melanie Paradis, worked on the project and the on-line surveys in particular. Harry Cummings' colleagues Susan Healey, Hubert Paulmer and Nichole Fraser-Macdonald of HCA, provided important background support for the survey and other related tasks.

The evaluators remain responsible for any errors of interpretation or transcription of information.

# FORMATIVE EVALUATION OF THE CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION – CIGI<sup>1</sup>

## EXECUTIVE SUMMARY

The Centre for International Governance Innovation (CIGI) is a Canadian-based think-tank on international affairs established in 2001 in Waterloo, Ontario. Its main purposes are to foster ideas for global change through research, conferences and publications, and to develop policy recommendations on issues of international governance and multilateral system reform. CIGI was created through a \$30 million endowment established by Jim Balsillie, co-CEO of Waterloo-based Research in Motion (RIM), a telecommunications firm with global reach. Additional financial support was provided by Mike Lazaridis, President and co-CEO of RIM. CIGI's main facilities are housed in the historic Seagram's Building in downtown Waterloo. Donations from other sources include an in-kind property donation from Klaus Woerner of ATS Automation Tooling Systems in Cambridge. The Cambridge facility complements the Waterloo headquarters and is used to accommodate visiting researchers as well as for conferences and special events.

In 2003, the Government of Canada, through the Department of Foreign Affairs and International Trade (DFAIT), provided a matching contribution of \$30 million to the CIGI endowment fund. The grant was made in support of CIGI's goal to explore best practices and engage internationally-recognized researchers and practitioners in analyzing and proposing solutions to the governance challenges posed by globalization. Specifically, the Canadian government grant is intended to foster improvements in multilateral economic and financial governance. It is expected that improved multilateral governance will advance the Canadian government's interest in promoting a stable and well-governed global economic system, and enhance the standard of living and quality of life of Canadians. A condition of the federal government funding was that an evaluation of CIGI be undertaken at the end of five years. In 2007, a Steering Committee with representatives from DFAIT, CIGI, the University of Toronto, and the University of Waterloo was established to guide the evaluation. The Steering Committee developed a Terms of Reference and contracted two evaluation specialists to undertake the evaluation: Denis Stairs of Dalhousie University and Harry Cummings of the University of Guelph.

The evaluation was initiated in late December 2007 and a first report was completed in March 2008. Reflecting the terms of reference, the evaluation focused on the *relevance* of CIGI programs and activities, *success* in goals achievement, and *cost effectiveness*, with specific attention to the following programs: Funding Research Programs; Networking; Shaping Dialogue; Building Capacity; Proposing Solutions to Governance Problems, and; Other Obligations under the Funding Agreement.

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<sup>1</sup> Report prepared by: Denis Stairs and Harry Cummings, October 2008.

## **Methodology**

The evaluation uses a mixed methods approach, integrating quantitative and qualitative research techniques based on open-ended person-to-person interviews, site visits, survey analysis, and the review of documentary materials and publications. The evaluation design also takes into account evaluation guidelines developed by the Treasury Board of Canada.

Methods used to conduct the evaluation included: meetings with the steering committee; review of CIGI documents; key informant interviews with 65 people; an on-line survey of attendees at the 2 most recent CIGI conferences (107 responses); and an on-line survey of all registered users of IGLOO, CIGI's electronic information network (652 responses).

The research instruments were derived from an evaluation matrix developed by the evaluators, and reviewed and approved by the Steering Committee.

## **Conclusions**

### **General**

1. The absence of a strategic plan that clearly articulates CIGI's short- and long-term goals, methods for achieving them, and results-based indicators of success will hamper future efforts to determine whether CIGI is accomplishing the purposes for which it was created in a cost-effective manner.

### **Relevance**

2. The research programs funded by CIGI are considered to be important priorities by the majority of stakeholder groups. Those stakeholders located closer to CIGI in Waterloo and Kitchener are more likely to support this statement than other stakeholders.
3. Other areas of the core mandate of CIGI also rank high on relevance, in particular the Networking and Building Capacity components.
4. The number of IGLOO (International Governance Leaders and Organizations Online) network users is growing rapidly and the platform continues to evolve. There is considerable competition from other networking platforms and IGLOO needs to focus on what it does best: support research and the dissemination of information on international relations and governance. Increasingly, the platform is also being used by other on-line communities outside of the IGLOO network, a sign that it is a valuable resource. There is some need to respond to technical issues on ease of use.
5. The "Shaping Dialogue" and "Proposing Solutions to Governance Problems" areas of CIGI's mandate have not yet clearly demonstrated their relevance to stakeholders. This is in part a reflection of the fact that CIGI is a new think-tank that was slow in getting started.
6. Some key government stakeholders feel they have not been consulted or adequately

involved to date in determining CIGI's priorities and activities, and they hope that this process will improve in the future.

7. CIGI major events, in particular the annual conference, receive high praise for the choice of topic, quality of presentations and quality of the event hosting.
8. As suggested in the original CIGI mandate, the degree of focus on economic and financial issues seems to be appropriate.

### **Success**

9. CIGI is making significant headway in establishing itself both as a unique think-tank contributing to the debates on international governance, and as a new Canadian-based centre of excellence on governance issues.
10. It is too early to judge the ultimate success of CIGI in fulfilling its mandate. CIGI may have taken longer to establish itself than expected. However, it has made impressive progress in the last 2 to 3 years.
11. There is a perception that a lack of focus in CIGI's activities hindered its early progress.
12. CIGI has established significant and effective partnerships with universities and research agencies locally, nationally and internationally.
13. While the overall rating of CIGI by stakeholders is very high, local stakeholders (members of the university and NGO communities in particular) judge CIGI to be more successful compared to national and provincial stakeholders outside of the Waterloo area.
14. CIGI's links with neighbouring universities (Waterloo and Wilfrid Laurier), the assistance it has provided for establishing the CIC and developing new graduate programmes, and its role in the creation of the new Balsillie School of International Affairs together represent a potentially very significant contribution to Canadian capacity in International Relations and Global Governance. Sustaining this initiative remains the challenge.
15. There have been some concerns expressed about the Waterloo location and its effectiveness for the work CIGI does. These concerns are offset by the opportunity to establish a new and innovative Canadian think-tank and centre of excellence in Waterloo.
16. There is evidence that the speed of growth and the start-up phase has led to activity getting ahead of the day-to-day management of selected aspects of CIGI's routine business.

### **Cost-Effectiveness/Cost-Efficiency**

17. CIGI falls within the range of similar think-tanks on three out of four indicators of cost-efficiency for which information is available. CIGI's higher than average cost on the fourth indicator ('average expense per output') can reasonably be attributed to the shorter length of time that it has existed, as well as to inconsistencies in the data sources.

18. Further refinement of cost-effectiveness /cost-efficiency indicators and the development of systems for data collection is required. If this task is approached as part of a broader, results-based management and evaluation framework, it could significantly enhance CIGI's capacity to measure, report on, and contribute to the achievement of its ultimate outcomes identified in the logic model.

### **Recommendations:**

It is recommended that CIGI:

**Recommendation 1:** Develop and implement a strategic plan and corresponding results-based management and evaluation framework as soon as possible. This plan would help CIGI to sustain focus, improve internal governance and management procedures, and set a course for future strategic directions.

**Recommendation 2:** Make a greater effort to identify key stakeholders active in the pertinent 'global governance' policy arenas, both in Canada and internationally, and engage them in the development of the research agenda.

**Recommendation 3:** More strategically target stakeholders outside of Kitchener/Waterloo for the distribution of key publications and participation in key research events hosted by CIGI.

**Recommendation 4:** Continue the work it has started in identifying priority research themes and implementing formal procedures for research teams to initiate and manage research in their respective areas.

**Recommendation 5:** Create an ongoing monitoring and re-design strategy to respond to the changing needs of IGLOO network users.

**Recommendation 6:** Undertake a review of the level of staffing required and the procedures used to facilitate human resource, financial and other administrative decisions in order to ensure that researchers and others are receiving the necessary and appropriate administrative support.

## **1.0 INTRODUCTION**

### **1.1 Background**

The Centre for International Governance Innovation (CIGI) is a Canadian-based think-tank on international affairs established in 2001 in Waterloo, Ontario. Its main purposes are to foster ideas for global change through research, conferences and publications, and to develop policy recommendations on issues of international governance and multilateral system reform.<sup>2</sup> CIGI was created through a \$30 million endowment established by Jim Balsillie, co-CEO of Waterloo-based Research in Motion (RIM), a telecommunications firm with global reach. Additional financial support was provided by Mike Lazaridis, President and co-CEO of RIM. CIGI's main facilities are housed in the historic Seagram's Building in downtown Waterloo. Donations from other sources include an in-kind property donation from Klaus Woerner of ATS Automation Tooling Systems in Cambridge. The Cambridge facility complements the Waterloo headquarters and is used to accommodate visiting researchers as well as for conferences and special events. In 2003, the Government of Canada, through the Department of Foreign Affairs and International Trade (DFAIT), provided a matching contribution of \$30 million to the CIGI endowment fund. The grant was made in support of CIGI's goal to explore best practices and engage internationally-recognized researchers and practitioners in analyzing and proposing solutions to the governance challenges posed by globalization. Specifically, the Canadian government grant is intended to foster improvements in multilateral economic and financial governance. It is expected that improved multilateral governance will advance the Canadian government's interest in promoting a stable and well-governed global economic system and enhance the standard of living and quality of life of Canadians.

As outlined in the CIGI-DFAIT Funding Agreement, the federal government funding is intended to contribute to CIGI's work in the following areas:

- a) Support excellence in policy-related scholarship on the system of multilateral, financial and economic governance by funding research programs of recognized experts, scholars and practitioners in the field of multilateral governance;
- b) Link innovative, multi-disciplinary specialists including lawyers, bankers, development practitioners, economists, security specialists and policy-makers with each other to discuss multi-dimensional problems related to economic and international governance;
- c) Through conferences, workshops, retreats, special lectures, papers and targeted research, build collaborative networks of international researchers and help shape the dialogue among scholars, opinion leaders and key policy makers internationally;
- d) Support an agenda of research excellence, strengthening Canadian and international institutions, and playing a leading role in defining and proposing solutions to problems of

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<sup>2</sup> CIGI Annual Report, 2005.



international financial and economic governance;

- e) Create and foster national networking through cross-accreditations between CIGI and Canadian universities in order to extend CIGI's influence beyond the Waterloo and Southern Ontario region;
- f) Maximize CIGI's specific niche and its focus on peer-reviewed excellence, promote Canadian capacity, and attract Canadian scholars, both in Canada and abroad, to pursue their research here; and
- g) Support other activities consistent with the purposes of the fund as set out in the Funding Agreement.

Section 9.1 of the Funding Agreement stipulates that CIGI undertake an independent third-party evaluation of its activities no later than March 31, 2008, and every five years thereafter. In 2007, an Evaluation Steering Committee was formed. Steering Committee members included the CIGI Executive Director (currently on leave), Acting Executive Director, and Director of Finance, along with two representatives of DFAIT, a faculty member with expertise in program evaluation from the University of Waterloo, and a faculty member specializing in International Relations at the University of Toronto. The Committee developed Terms of Reference and contracted two evaluation specialists to undertake the evaluation: Denis Stairs of Dalhousie University and Harry Cummings of the University of Guelph.

The first evaluation report was prepared under the general direction of the Committee and finalized in October of 2008.

## **1.2 Terms of Reference**

The evaluation is formative in approach and focuses on measuring the overall relevance, success, and cost effectiveness of CIGI in achieving results in the six activity areas outlined in Article 5.3 of the Funding Agreement. These are:

- Funding Research Programs
- Networking
- Shaping Dialogue
- Building Capacity
- Proposing Solutions to Governance Problems, and
- Other Obligations Under the Funding Agreement (e.g. Endowment fund)

The evaluation also seeks to identify those CIGI practices that need to be either reinforced or modified. In addition, the evaluators were asked by the Steering Committee to consider the following questions:

1. Is the general organization of activities described [in Article 5.3 of the Agreement] appropriate and is it therefore a good basis for collecting indicators and evaluating CIGI's activities?

2. In general, do we [at CIGI] define and understand our mandate in accordance with how it is understood and communicated internally and externally on CIGI's website?
3. In terms of thematic areas, the Funding Agreement refers repeatedly (but not exclusively) to Economic and Financial Governance. CIGI has interpreted this wording expansively. Many issues that are not primarily defined as economic – integrating large emerging economies into global decision-making processes, climate change, nuclear governance, regional governance (e.g. in North America), security issues, and state fragility, to name some key ones – nevertheless have important economic and financial dimensions and impacts. Is this the correct interpretation of the Funding Agreement?

The evaluators were provided with a list of potential indicators of CIGI's activities. These include: publications, qualifications and experience of researchers and other personnel, outreach activities, media citations, website visits, public lectures and other events of various kinds, and CIGI support of related activities at universities and partner organizations in Canada and abroad.

### **1.3 Institutional Context**

The Centre for International Governance Innovation is one of the most recently established think-tank organizations in Canada. The publicity surrounding its creation and funding suggests that expectations for CIGI were unusually high from the very beginning. Much of its time and attention in the early years was focused on hiring staff, acquiring and equipping the Waterloo facility, and developing a sophisticated on-line information base and networking platform called IGLOO (International Governance Leaders and Organizations Online). IGLOO turned out to be particularly demanding of time, energy and financial resources. As a result, CIGI's production of its most tangible 'line-function' output (publications) did not begin in earnest until 2005. A number of unpublished papers and reports were written by various authors for conferences held in 2003 and 2004, in many cases on the topic of "L-20" (Leader's 20), which was an important early focus for CIGI. However, it was another year before CIGI's publishing program was more fully developed.

A volume titled *Enhancing Global Governance: Towards a New Diplomacy*, published in 2002 by the United Nations University Press and edited by two CIGI principles (along with a third editor who later joined CIGI) is probably the first publication that can be attributed to the work of CIGI. However, CIGI is mentioned neither in the Preface of the book nor its Index. The first volume actually to make such reference to CIGI, written by Andrew F. Cooper under the title *Tests of Global Governance: Canadian Diplomacy and United Nations World Conferences* and also published by the United Nations University Press, appeared in 2004. All other book-length CIGI volumes (numbering 19 by March of 2008) were published after April 2005, four of the 19 in the first three months of 2008. A recent agreement with Wilfrid Laurier University Press to establish a CIGI-WLU series in Global Governance is expected to increase the rate of publication. With respect to other kinds of publications, the first number in CIGI's *Working Papers* series did not appear until October 2005. The Centre's first Annual Report (for the 12-month period ending 31 July 2005) was published around the same time.

In sum, the experience with publications indicates that it was only in the Centre's fifth year, three years into the funding agreement with DFAIT, that CIGI began to produce tangible outputs on a regular basis. This report is therefore very much a formative evaluation of a still-youthful enterprise.

#### **1.4 Limitations of the Formative Evaluation**

The following factors limited either the approach taken in the evaluation or the information that was incorporated into the analysis.

1. The evaluation revealed that, at this stage of CIGI's development, measures of *cost-efficiency* rather than *cost-effectiveness* were available and used in the analysis. The development of appropriate indicators of cost-effectiveness should be a priority for CIGI if it seeks to develop an organizational culture that embraces results-based management as a means to advance CIGI's strategic goals.
2. Also in regard to cost effectiveness, CIGI like most think tanks does not allocate staff salary to projects. In order to at least partially overcome this limitation, data obtained for two other think-tank organizations provides a basis for comparison.
3. As with all evaluation work that employs mixed methods, information provided by key informants and survey respondents reflects opinions and perceptions. Comparative analysis of findings from a variety of sources provides the basis for the conclusions reached in this evaluation.

#### **1.5 Organization of the Report**

The report begins with a description of the methodology, followed by a summary of findings, and finally conclusions and recommendations. The findings include analysis of the six themes identified in the funding agreement, each of which is assessed in terms of relevance, success and cost-effectiveness.

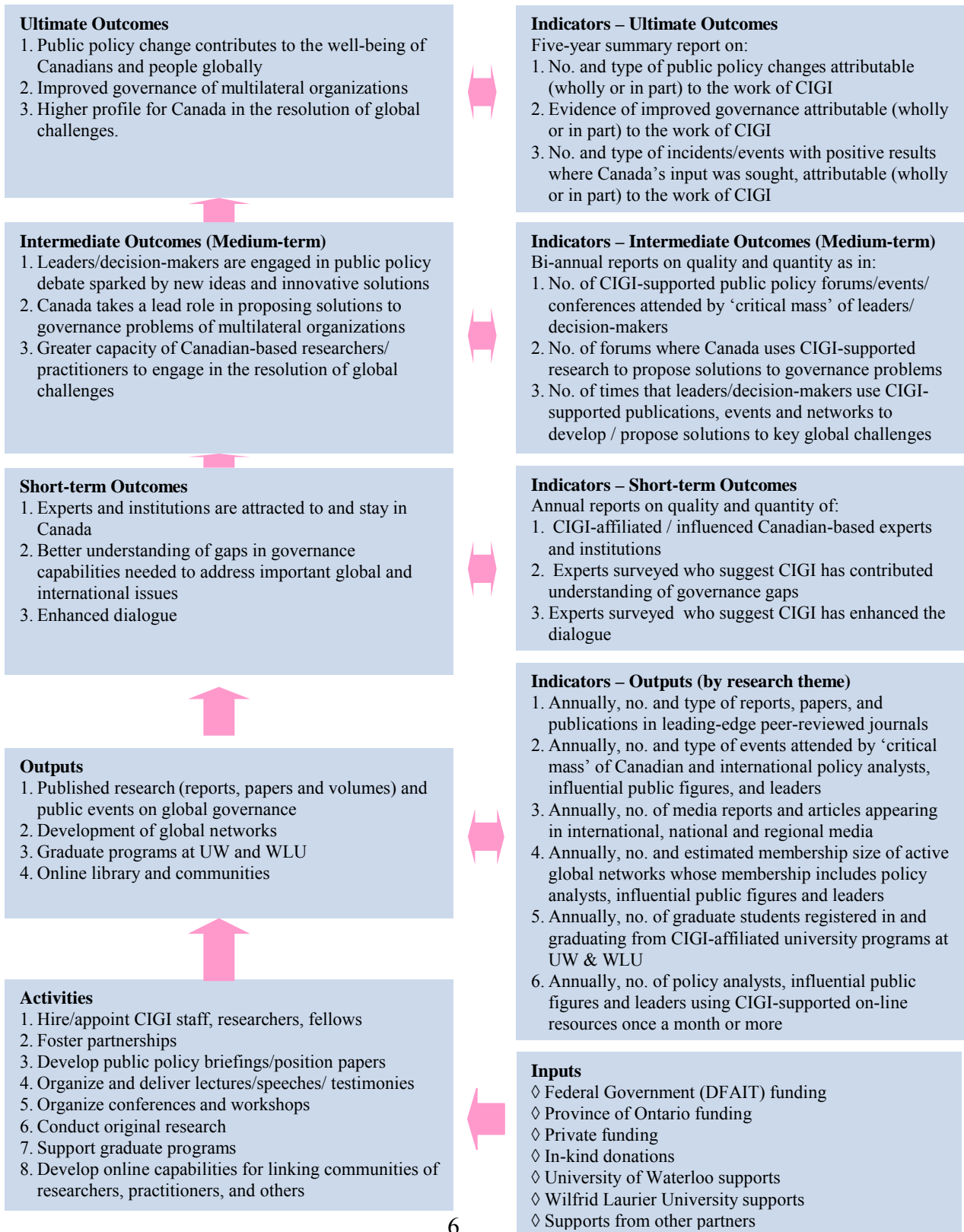
#### **1.6 CIGI Logic Model**

A logic model provides a visual representation of a program or initiative beginning with the inputs required to implement it, and concluding with the outcomes that the initiative is expected to ultimately produce. Interim phases include immediate outputs and intermediate outcomes that are generated along the way. Logic models help to establish a shared understanding of an initiative, and are also used to identify the criteria or indicators for determining whether the expected outcomes have been or are likely to be achieved.

The logic model for CIGI presented on the following page (Figure 1) provides a framework for the evaluation and future evaluations. Moreover, the logic model can be used to identify gaps in data that need to be addressed in order to facilitate future evaluation work and improve results-

based management of CIGI programs. Given the many factors influencing outcomes in the long term, it is suggested that future evaluation and reporting systems focus on outputs and short term outcomes that contribute to ultimate outcomes. Further reference to the logic model is made where appropriate throughout this report.

Figure 1: CIGI Logic Model



## **2.0 METHODOLOGY**

The evaluation uses a mixed methods approach, integrating quantitative and qualitative research techniques based on open-ended person-to-person interviews, site visits, survey analysis, and the review of documentary materials and publications. The evaluation design also takes into account evaluation guidelines developed by the Treasury Board of Canada.

Methods used to conduct the evaluation included: meetings with the steering committee; review of CIGI documents; key informant interviews with 65 people; an on-line survey of attendees at the 2 most recent (at the time of the initial evaluation) CIGI conferences (107 responses); and an on-line survey of all registered users of IGLOO (652 responses).

The research instruments were derived from an evaluation matrix developed by the evaluators, and reviewed and approved by the Steering Committee.

### **2.1 Quantitative Data**

Two on-line surveys were developed as part of the evaluation. This provided a cost effective method for obtaining feedback within a short timeframe from people who had participated in one or more CIGI programs, utilizing e-mail lists that were already available. Specifically, this method involved:

1. A survey of participants in CIGI conferences in 2006 and 2007. The survey generated 107 responses from the 315 conference attendees who were surveyed, for a response rate of 34%.
2. A survey of users of CIGI's IGLOO web platform. The survey produced 639 responses from the more than 8,000 users who were surveyed, for a response rate of approximately 9%.

In addition, the evaluation team was provided by CIGI staff with quantitative data on the following:

- IGLOO web platform activity (as recorded in numbers of 'page-views');
- CIGI library holdings, numbers of hits on the library website, and numbers of 'page views' recorded from September 2006 to December 2007;
- Summary data on revenues and expenditures for the years 2002 to 2006 inclusive (supplementing financial data in the 2005, 2006 and 2007 Annual Reports);
- Data on the costs, outputs and outcomes for selected projects was collected in an effort to examine project cost effectiveness;
- Data on numbers of staff and FTEs, and;
- Data on press coverage and CIGI-related clippings in the last five months of 2007.

A list of CIGI-sponsored events for the period August 2006 to July 2007 (CIGI's fiscal year) was also reviewed.

## 2.2 Qualitative Evidence

The evaluation team also examined an extensive body of documentary and other written source material. In general these materials provide information on outputs of the organization that are not easily quantified. The materials included:

1. CIGI Annual Reports for 2005, 2006, and 2007.
2. C.V.s of 35 individuals associated with CIGI in various research-related capacities, including Distinguished Fellows, Senior Fellows, regular Fellows, Special Fellows and Visiting Fellows, along with CIGI Chairs in International Governance at the University of Waterloo and Wilfrid Laurier University, and a number of other individuals who have played significant roles in CIGI research activities.
3. Information print-outs selected from CIGI's extensive website.
4. Background material from various sources relating to the transformation of the former Canadian Institute of International Affairs into the new Canadian International Council or CIC (a process in which CIGI played a major role).
5. Background material from various sources relating to the establishment in 2007 of an M.A. programme in Global Governance at the University of Waterloo, and a Ph.D. programme in Global Governance offered jointly by the University of Waterloo and Wilfrid Laurier University; as well as an M.A. programme in International Public Policy at Wilfrid Laurier University.
6. All of the CIGI-related publications that were made available to the evaluation team, including:
  - 10 books – 8 edited collections of articles and two single-author volumes, both by Andrew F. Cooper. CIGI produced nine other volumes, seven of them edited collections, one of them co-authored and one single-authored, but the evaluators did not have an opportunity to examine these
  - 34 titles in the Centre's *Working Paper* series
  - 1 *Conference Report*
  - 2 titles in the Centre's *Policy Brief* series
  - 2 issues of the Centre's *Research Programme Overview* series
  - 1 *Research Program Highlights* report
  - 2 titles in the Centre's *Caribbean Paper* series

- 3 *Technical Papers*
  - 1 paper in a series related to the CIGI Nuclear Energy Futures Project
  - 1 Report of the Canadian International Council Meeting on the Future of Canadian Foreign Policy, held at CIGI in September 2006
  - 8 issues of the *Behind the Headlines* series originally published by the Canadian Institute of International Affairs, but re-organized as a shared responsibility under a partnership arrangement with CIGI in 2006.
7. Some 65 open-ended interviews with approximately 60 key informant respondents (some CIGI managers were interviewed twice). In most cases, the interviews were conducted in person at locations in Waterloo, Toronto, Ottawa and Montreal, but about a third of the respondents had to be contacted by telephone in other centres, both in Canada and abroad. The open ended interview, using an interview guide developed out of evaluation questions from the evaluation matrix, provided an in-depth perspective on many aspects of CIGI and its network. These confidential interviews identified a number of themes that are addressed in this report.
- **Respondents:** The respondents included senior CIGI officials and benefactors, Research Fellows (in various categories); members of the International Board of Governors; sundry ‘partners’ in CIGI sponsored or co-sponsored undertakings; two holders of CIGI Chairs; representatives of interested federal government departments (including DFAIT, Finance, CIDA, and the PCO); senior personnel of the International Monetary Fund, the Bank of Canada, and the African Development Bank; individuals involved in the creation of CIGI’s partnership with the Canadian Institute of International Affairs and the subsequent transformation of the latter into the Canadian International Council; and interested university and think-tank observers. Included among the latter were 10 of the 12 Directors of the DND-supported ‘Security and Defence Forum’ centres in universities across the country (one Director could not be reached, and another declined to be interviewed on the ground that he knew too little about CIGI to offer informed commentary).
  - **Interview Format:** The two evaluators conducted the majority of interviews in Waterloo together. All of the interviews conducted outside of Waterloo (including the telephone interviews) were handled independently, making reference (as appropriate) to a Key Informant Interview Guide approved by the Evaluation Steering Committee.
  - **Responses:** The degree of convergence reflected in key informant responses was so high that later interviews (except those conducted with CIGI officials on matters of fact) yielded rapidly diminishing marginal returns. This is evidence that the information obtained through the key informant interviews is a valid and reliable indicator of the dominant opinions of interested constituencies and



stakeholder groups.

8. One of the evaluators attended a public lecture in CIGI's Food for Thought series and was therefore able to experience one of CIGI's community outreach initiatives.
9. Extensive qualitative commentary was received from respondents to the IGLOO and CIGI Conference Participant surveys. Many of the individuals completing the on-line survey wrote several paragraphs on each of several open-ended questions on various aspects of CIGI's work. This has been incorporated into our report.

### **3.0 CIGI FOUNDING PRINCIPLES, STRUCTURE AND GOVERNANCE**

#### **3.1 Founding Principles**

The Centre for International Governance Innovation was originally known as the New Economy Institute and renamed in 2002. CIGI's main purpose was to develop ideas and provide policy advice on issues of international governance and multilateral institutional reform. This would be achieved through research and publications supported by conferences, workshops, and similar kinds of events. These would serve as vehicles to provide general intellectual stimulus, promote the exchange of ideas, and develop working networks of scholars, practitioners and others from around the world.

The creation of CIGI reflected the growing recognition by Balsillie and others that the international community was "globalizing" not only economically, but also in relation to many of the problems confronting modern humanity – problems that could not be resolved on a national basis, but required global cooperation and concerted multilateral effort. The problems themselves needed careful analysis. So too did the institutions and processes of international politics, which in their present state of development were regarded as insufficient for the purpose of meeting the global challenge in its many forms.

The plan was to locate CIGI in Canada, arguably a country well-suited by preference, experience and capacity to provide a politically neutral and supportive home for what amounted to a new version of the 'internationalist' enterprise. At the same time, CIGI was not intended to focus specifically on Canadian foreign policy, even if much of its work might have a bearing on Canadian foreign policy issues. Rather, its orientation would be international, addressing both regional and global issues as appropriate, not unlike Canada's International Development Research Centre (IDRC). CIGI would seek input to its programmes, priorities and initiatives not just from Canadians, but also from knowledgeable persons abroad. In its research and conference activities, it would routinely work with relevant 'partners' (universities, research institutes, public policy think-tanks of various sorts, NGOs and others) from around the globe. Ultimately, CIGI would aspire to become one of the world's most important centres for policy-relevant activity relating to the international governance problem broadly conceived – a centre to which interested authorities everywhere might usefully turn for stimulus and ideas about issues of global

importance requiring multilaterally-devised and promoted solutions.

Complementing this broad vision for CIGI was the view that modern electronic communication technologies could significantly enhance the value and reach of CIGI's efforts. Custom applications could be developed for use by researchers and practitioners alike to access information, communicate and 'network' with counterparts anywhere in the world, sharing ideas, perspectives and points of view more quickly and more completely than ever before. 'Communities' of researchers, practitioners, interested citizens and others could be established on the worldwide web for these purposes, with each community operating under varying rules and managerial arrangements as appropriate. Experts in particular fields could be brought together without the need for extensive travel. CIGI could thus combine its focus on global issues with the innovative use of a globalized communications technology, a technology whose software it would seek to refine with its own vision in mind. This led to the software development project known as "IGLOO" (International Governance Leaders and Organizations Online), now a permanent feature as well as a central element of some of CIGI's operations.

In 2003 the Government of Canada agreed to match the original CIGI endowment with a grant of \$30 million. This decision appears to have been aimed at promoting a re-structuring of international diplomatic encounters at the 'summit' level. Notwithstanding the role of international organizations, the principal mechanism for international relations 'at the top' was the G-7/G-8 (Group of 7/8), of which Canada is a member. Key informants indicate that Canada's top political leaders had been concerned for some time that the G-8 was an inadequate mechanism for global leadership unless a number of other leading and influential players were brought to the table. The interest of the CIGI leadership in the global governance problem meshed very well with the political project for change, and it explains some of the early focus of CIGI on proposals for a G-20 (later known as the L-20 or 'Leading-20') summit regime, along with subsequent variations on the same general theme.

The government's Funding Agreement with CIGI placed particular (though not exclusive) emphasis on multilateral economic and financial governance, and this in fact has been the focus of much of CIGI's research activity. Over the years, however, CIGI has interpreted its mandate quite broadly, making the point that in both the international and domestic contexts, the successful management of economic and financial issues is often very dependent on the successful management of other issues – for instance, the structure of government, to name just one example.

In the early years, much of the time and energy of CIGI and its leadership was focused on the need to "get ready to get set to go." It took time for the endowment fund to generate expendable revenue. Physical facilities had to be acquired (no easy task, as it turned out) and renovated for an entirely new purpose.<sup>3</sup> Staff had to be recruited. Relations with the two neighbouring universities (Wilfrid Laurier University and the University of Waterloo), whose academic resources would be

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<sup>3</sup> The former Seagrams distillery had been previously used as a museum and a warehouse.

an important component of developing a ‘critical mass’ of expertise in support of the research side of its operations, had to be cultivated. The IGLOO project – which for many years accounted for well over a third of CIGI’s staff complement, and which eventually generated a funding contribution of some \$6,972,000 from the Government of Ontario – had to be nurtured and administered. Prominent individuals with established track records had to be attracted to CIGI, not only to give spark to its policy work, but also to bring visibility to it as an emerging policy-oriented institution.

These circumstances had consequences for the early fulfilment of CIGI’s ‘line’ functions – for example, the slow start on the publications front noted earlier. In addition, there was a tendency to build on opportunities initiated by others, rather than by CIGI itself, in order to develop a record of research and conference activity. The Centre was widely thought to be very well-endowed, as indeed it was by Canadian think-tank standards. It therefore attracted the attention of researchers in various parts of the world who were looking for financial assistance in support of their own conferences and other projects. The resulting endeavours were regarded as mutually beneficial, but they had the inevitable effect of making CIGI’s undertakings appear somewhat eclectic rather than well-focused, an issue that is more fully explored later in this report.

### **3.2 Inter-Institutional Linkages**

To gain a better understanding of CIGI’s organizational structure, it is necessary to take account of three relatively recent developments:

1. The cultivation of cooperative linkages and programme synergies with Wilfrid Laurier University and the University of Waterloo;
2. The creation of the Canadian International Council (CIC); and
3. The establishment and on-going development of the Balsillie School of International Affairs.

While these developments played a role in forging CIGI’s identity, the perception remains that it is difficult to know where “CIGI” ends and other enterprises begin

#### **Linkages with Wilfrid Laurier University and the University of Waterloo:**

One of the objectives of CIGI’s founders was to establish strong working relationships with the two nearby universities. This arose in part from the desire of the RIM co-CEOs (and others) to strengthen and elevate the intellectual resources and research activities in the Kitchener-Waterloo area as an end in itself. It was further determined that important synergies could be harnessed that would reinforce the efforts of both CIGI and the university community. Each was focused on ‘capacity-building’, and a significant number of faculty members at both universities were already engaged in areas of teaching and research directly relevant to the global governance agenda.

Nevertheless, the development of cooperative relations between the two universities was not

without its challenges. It is not uncommon for neighbouring universities in the same town to become rivals – often passionately so – and the history of the two institutions in Waterloo reflects to some extent the consequences of this tendency. Yet the faculty members engaged in global governance research were, in general, cooperatively inclined, and the financial inducements that could be made available through CIGI played a role in overcoming some of the more serious obstacles. Proposals were made in 2006 to establish a new multidisciplinary M.A. programme in Global Governance at the University of Waterloo, and a joint Laurier-Waterloo Ph.D. programme in the same field, as well as an M.A. programme in International Public Policy (MIPP) at Wilfrid Laurier University. In support of these developments, CIGI established four new “CIGI Chairs” – two in each university – and also provided funding for a total of 15 new graduate ‘Balsillie Fellowships’. (The number of these fellowships was later increased to 26 in the 2006-2007 academic year as a result of the inclusion of the MIPP programme.)

Students in the three programmes would also have internship opportunities of various kinds with CIGI, and would both contribute to and benefit from CIGI activities and events. After independent review, all three programme proposals were approved by the Ontario Council of Graduate Studies in 2007, an outcome that helped to strengthen and deepen the evolving institutional connections between the Centre and its academic neighbours.

### **The Creation of the Canadian International Council:**

As a separate endeavour, CIGI also played a central role in the transformation of the Canadian Institute of International Affairs (the CIIA) into the Canadian International Council (the CIC). In spite of its history as an important stimulus to public knowledge and debate on issues related to Canadian foreign policy and international affairs, the CIIA had found it increasingly difficult in recent years to procure funding for its publications programme and for the activities of its branches in various cities across the country. Its endowment was shrinking dramatically and it was necessary to draw on capital resources in order to cover operational expenditures. CIGI was therefore approached in 2005 with a view to determining whether a mutually beneficial remedy was possible. CIGI had resources, while the CIIA had some well-established assets, including a quarterly journal and other publications, some important library resources, and a Canada-wide network of branches. There was also potential complementarity in the missions of the two organizations. While CIGI was focused primarily on global issues, the Institute gave particular emphasis to issues related to Canadian foreign policy.

The resulting negotiations led initially to the creation of a ‘joint venture’ known as the Canadian International Council (CIC), to be financed by Mr. Balsillie through CIGI for a four-year period at \$250,000 per year. The CIIA would continue to operate and retain its own Board, but many of its activities – apart from the *International Journal* – would become, in effect, joint responsibilities with CIGI, and some of its assets (notably its library) would be moved to CIGI’s headquarters in Waterloo. CIGI would also acquire Canada-wide opportunities for outreach via the Institute’s network of regional branches.

This initial arrangement lasted for one year. It soon became clear to the CIIA’s Board that for

financial and other reasons it was better that the CIIA and the CIC merge fully into a single organization. This idea was approved by the majority of the Institute's membership at large in the autumn of 2007. In support of the new CIC project, which now entailed a much more substantial research programme than the former CIIA had ever been able to contemplate, Mr. Balsillie organized a fund-raising dinner in Toronto, and was successful in raising approximately \$3 million dollars. Much of this was to be used to fund a series of research fellowships for scholars working on Canadian foreign policy topics in universities across the country, and in general to build an analytical 'capacity' in the field of Canadian foreign policy comparable to that provided (for example) by Chatham House in the United Kingdom or, on a somewhat larger scale, the Council on Foreign Relations in the United States. In this way, CIGI's focus on global issues and global governance processes would be complemented by the activities of a new organization dedicated specifically to research and debate on the conduct of Canada's own foreign relations.

The CIC is still a 'work in progress' that will likely be housed in the Munk Centre at the University of Toronto, and its ultimate relationship with CIGI is not yet fully determined. It is, however, an important component of an evolving 'network' of organizations, with CIGI and the resources it represents at the core.

#### **The Balsillie School of International Affairs:**

The third development is more recent still, and can be viewed as another phase in CIGI's intensifying relationship with the neighbouring universities. With funds provided largely by Mr. Balsillie, construction is to begin in the next few months of a new facility on land adjacent to CIGI's headquarters, donated by the City of Waterloo, to house the "Balsillie School of International Affairs". The School is intended as a stand-alone institution for graduate programs that will be affiliated functionally and administratively with the University of Waterloo, Wilfrid Laurier University, and CIGI. Its curricular offerings will build on the current joint Ph.D. programme in Global Governance, the M.A. programme in Global Governance at the University of Waterloo, and the Master's programme in International Public Policy at Wilfrid Laurier. The arrangement – the details of which are still being worked out – will allow the School to draw on the expertise of some 60 faculty members from a variety of disciplines engaged in work on global governance issues. A total of 12 new CIGI Chairs are to be hired to augment the School's own teaching and research staff (6 affiliated with Wilfrid Laurier and 6 with the University of Waterloo), along with a School Director.

These evolving institutional arrangements have been supplemented by partnerships of other kinds. For example, CIGI's resources were instrumental in ensuring that the Academic Council on the United Nations System (ACUNS), which among other things publishes a widely respected peer-reviewed journal entitled *Global Governance*, would remain for a second five-year term at Wilfrid Laurier University.<sup>4</sup> Also, a partnership arrangement with the Norman Paterson School of International Affairs has helped to sustain publication of the annual volume of articles on

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<sup>4</sup> The Council normally changes location at five-year intervals, and it had originally been expected to move to a university in the United States.

Canadian foreign policy and related subjects that appears each year under the title, *Canada Among Nations*. The 2005 through 2007 issues appeared under these shared auspices.

In pursuit of its networking objectives, CIGI also established ‘partner’ relationships of varying scope, significance and duration – many of them linked to specific projects – with a diverse array of other institutions in Canada and around the world, including: IDRC; CIDA; the University of Victoria’s Centre for Global Studies; the Munk Centre for International Studies and the G-8 Research Group at the University of Toronto; the Centre for Trade Policy and Law at Carleton University; the Caribbean Policy Research Institute; the Centre for the Study of Globalisation and Regionalisation at the University of Warwick; the United Nations University; the Organization for Economic Co-operation and Development (OECD); the Chinese Academy of Social Sciences; the Sardar Patel Institute of Social and Economic Research; the Brookings Institution, and many others.

In short, CIGI has become an increasingly ‘inter-connected’ organization.

### **3.3 Governance and Organizational Structure**

The governance of CIGI is carried out as follows:

1. Board of Directors: General oversight of CIGI’s operations, financial administration and the like is exercised by a seven-person operating Board of Directors chaired by Jim Balsillie. The Centre’s Executive Director is *ex officio* one of the seven members, and DFAIT has one representative on the Board. The remaining four Board members are from the business community.
2. International Advisory Board: As of mid-2007, the Centre’s International Advisory Board had 38 members, including Jim Balsillie and Executive Director John English of CIGI, along with academicians, practitioners (both ‘professional’ and ‘political’), and representatives of think-tanks, research institutes, and the like from Canada and around the world. In addition to Canada, Advisory Board members are drawn from China, Egypt, France, Germany, India, Japan, Mexico, Namibia, Portugal, Russia, Singapore, Sweden, the United Kingdom, and the United States.

As its title suggests, the Board’s functions are advisory. It meets once a year in conjunction with CIGI’s annual conference and, while in session, it hears presentations on proposals and projects by research personnel – presentations upon which the Board members offer their comments and suggestions. In some cases, they may be in a position to offer substantive assistance (e.g., ‘opening doors’ so that researchers can gain access abroad to respondents in government and other sectors). Between annual meetings, individual Board members may be called upon from time to time to offer additional comment, assistance or advice.

3. Executive Team: Internally , CIGI's senior management group consists of the following staff positions:
- Executive Director
  - Associate Director (whose role, in practice, is mainly that of researcher)
  - Chief Operating Officer and Director of Research (currently serving as Acting Executive Director)
  - Chief Development Officer (recently promoted to Deputy Executive Director)
  - Chief Technology Officer
  - Senior Director of Government and Public Affairs
  - Director of Partnerships
  - Director of Finance, and
  - Director of Human Resources.

Additional management staff include:

- Director of the IGLOO project
- Publications Co-Ordinator
- Manager of Media Relations
- Manager of Community Relations and Events, and
- Manager of Library Services.

Nevertheless, because the organization continues to evolve, a conclusive picture of its governance structure is difficult to obtain.

In practice, decision-making seems to be largely discretionary rather than procedurally-based, as well as highly centralized, with most issues being resolved by the Executive Director and/or the Chief Operating Officer and Director of Research. On the research side, however, initiatives have been taken very recently to give structure to the research programme and to the process by which it is further developed. These initiatives are discussed in greater detail in the concluding section of this Report. The appointment in January 2008 of a Deputy Executive Director with responsibility for communications/media, events and partnerships, is another recent response to growth and the need to decentralize decision-making.

The senior research staff in most cases have cross-appointments at universities, and a few are resident elsewhere in Canada (e.g., London, Ottawa, Toronto and Montreal). A small number in the 'visiting' categories have home bases abroad. Taken as a whole, CIGI's research appointments are identified as Distinguished Fellows (of whom there were seven as of July 2007), Senior Fellows (17), Fellows (5), Senior Visiting Fellows (1), Visiting Fellows (2), and CIGI Chairs in International Governance (currently 4; to be increased to a total of 16).

CIGI's total complement of personnel increased from seven FTEs (full time equivalent) in 2002, to a peak of 68 FTEs in 2007. The number dropped recently as the result of staff departures/transfers related to the commercialization of the IGLOO project, but is expected to rise

again with new hires over the coming year. The actual number of individuals involved in CIGI's work is considerably larger than official staffing numbers since many are not permanent CIGI staff.

## 4.0 FINDINGS

### 4.1 Evaluation Criteria

The findings are grouped under the six categories of CIGI activities that the Evaluation Steering Committee identified in accordance with Article 5.3 of the Funding Agreement, namely:

- Funding Research Programs
- Networking
- Shaping Dialogue
- Building Capacity
- Proposing Solutions to Governance Problems, and
- Other Obligations Under the Funding Agreement (e.g., Endowment Fund),

The evaluation criteria are the three indicators identified in Section 9.1 of the Funding Agreement, namely:

- Relevance
- Success, and
- Cost effectiveness.

For purposes of the evaluation, **relevance** was defined in the survey instruments and Key Informant Interview Guide as “meeting the real needs of diverse groups and key stakeholders”. It would have also been appropriate to assess the relevance of CIGI's activities in the context of the vision for CIGI, with specific reference to questions such as:

- Does that vision continue to be relevant? And,
- Does the need that was originally identified as the reason for the creation of CIGI continue to exist?

This report addresses these questions where possible.

The measures of **success** that are identified in the Treasury Board Secretariat's evaluation guidelines and also referenced in the evaluation instruments are described as follows:

“The policy, program or initiative is effective in meeting its intended outcomes, within budget and without negative outcomes. Additionally, the policy, program or initiative continues to make progress towards the achievement of the final outcomes.”

Thus, in the case of CIGI, success can be defined in relation to the short-term [2-3 years] and medium-term [4-6 years] outcomes as indicated in the logic model (Figure 1).



It should be noted that the six categories of CIGI activity identified above are closely interrelated, and there is considerable overlap in the treatment of each. Thus, greater detail is provided for the first activity area – Funding Research Programs – while for the remaining areas, focus is placed on those unique or particularly relevant findings that emerged through the evaluation.

With respect to **cost-effectiveness**, the Treasury Board Secretariat defines its standard of acceptable performance as follows:

“The most appropriate and efficient means are being used to achieve outcomes, relative to alternative design and delivery approaches.”

Thus, to the extent possible based on available data, an attempt was made to assess cost-effectiveness in terms of productivity, efficiency, and in comparison with similar think-tank organizations.

Costs are reviewed for the entire organization rather than by activity area since costs are not available for each of the six categories. However, three projects were selected (L-20, BRICSAM, Canada Among Nations) for more detailed cost and activity analysis.

## **4.2 Funding Research Programs**

### **Overview**

One way of assessing the funding of research programs is to focus on ‘tangible outputs,’ of which publications, and research-oriented conferences and workshops, are among the most obvious.

#### Publications:

As noted earlier, publication activity in CIGI’s early years was somewhat limited, but the pace quickened quite dramatically in 2005, and has continued since then at a fairly steady rate.

By CIGI’s own account – and it may be incomplete, since its recording of these matters in the early years appears to have been somewhat haphazard – it has had a major hand in the publication of 18 books (with a 19<sup>th</sup> due to be released very shortly), 34 *Working Papers*, almost all of them produced in the last three years, four *Technical Papers*, three *Policy Briefs*, five *Caribbean Papers*, and four papers on nuclear energy-related issues published under the title *GNEP Watch*. All but a handful of these have been published in the last three years. In addition, it lays claim to some 86 papers of various sorts associated with its L-20 project, spanning the years from 2003 to 2006, but concentrated for the most part in the 2004 to 2005 time-frame. It has also issued a dozen conference, workshop and roundtable reports, most of them dating to 2005-2007. It lists as well a series of 18 public lectures, addresses, presentations to parliamentary committees, and the like – all but four of them delivered by Distinguished Fellow and former senior Canadian diplomat, Paul Heinbecker. The first eight of these date to 2004. The others are scattered over later years.

This pattern of ‘publications development’ is common to the early experience of most university-based research centres and institutes, as well as to that of stand-alone think-tanks, and the recent evidence would suggest that a significant degree of publishing momentum is now being sustained by the Centre. Most of the books, moreover, appear to have been subject to peer review (although this seems not to be the case with the much shorter *Working Papers*, or with the more ephemeral titles in other categories). It is likely, moreover, that relatively little of the corpus as a whole would have been published at all had CIGI not supported the workshops and conferences that stimulated the writing of the material, and/or the costs of publication itself. By this measure, therefore, CIGI has certainly been “funding research.” (Whether the results are widely known, however, is a somewhat different matter. See below.) The new agreement with WLU press may facilitate the continued development of publications. This includes a provision to have new books on-line in 1 year.

#### Research-Oriented Conferences and Workshops:

Some 15 of the 19 book-length publications mentioned above are edited collections of articles. The latter, in turn were written in the first instance for conferences and workshops, and the reality is that conferences are among the primary engines of academic work in the social sciences generally, and the policy sciences in particular. Researchers gather to display their intellectual wares and to inspect (and criticize) the wares of others. To organize a conference is to tap into their ambitions. It gets the work done. To fund a properly organized conference that focuses on a significant theme is thus to fertilize the research enterprise itself.

By this measure, too, CIGI has been an active source of stimulus to research activity. At the beginning, as observed earlier, its role was often (not always) ‘derivative’ in the sense that it was activated by proposals originating with others – proposals to which it was prepared to react by providing badly needed financial and other assistance, and by playing an active role as a participant itself (albeit in varying degree). But in more recent years, the Centre has become increasingly active as a conference initiator, even if it has often done so in partnership with other institutions. The following may help to demonstrate the scale and scope of this activity

In response to a request from the evaluators, the Centre compiled an analysis of “Events” in which it was involved for the 12 month period from August 2006 to July 2007. The listing yielded a total of 92 events for the year. If public lectures at CIGI headquarters, ‘Food for Thought’ presentations, seminars at the two nearby universities, organizational meetings of various kinds, miscellaneous community activities, book launch receptions, and other ‘bits and pieces’ are excluded from the analysis, and if ‘sponsorships’ of activities initiated largely by others are also left out (many of these were interesting and worthwhile in themselves, but CIGI’s own objectives often had more to do with ‘networking’ than with its own research programme), a total of 25 conferences and workshops remain. Initiated by the Centre in direct support of its own research programme, these represent some 27% of the total, averaging just over two per month. Many of the other ‘events’ were intended to be supportive of research activity, too, and most of the public lectures, university seminars and the like could reasonably be viewed as direct

*outcomes* of the research enterprise. But even by the more demanding test used here (represented by the 25 conferences), the activity during CIGI's most recently completed fiscal year was obviously substantial.

Another obvious indicator of research funding is represented in CIGI's case by its support of graduate programmes and graduate students. This is related also, of course, to 'capacity-building' (see below), but students at the graduate level undertake research projects as part of their training, and in the policy sciences, as in many other fields, their professors often draw them into their own research projects.

The role played by CIGI (and its principal private benefactor) in nurturing the graduate programmes in global governance at Wilfrid Laurier and the University of Waterloo has already been described, and need not be further discussed here. The same applies to the appointment of CIGI Chairs, the creation of the forthcoming Balsillie School of International Affairs, and the initiation of the new research fellowship programme (designed for practising academics) under the auspices of the Canadian International Council.

On the basis of the evidence, therefore, it seems appropriate to conclude that CIGI has been a significant source of funding for research in the field of global governance broadly conceived.

Having said that, there is other evidence that may suggest that its research activities are not yet as widely known as they might be, or as clearly understood as they should be. For example, on a scale of 1 (not at all familiar) to 5 (very familiar), respondents to the evaluators' *2006-2007 Conference Participant Survey* were asked if they were familiar with CIGI publications. This question generated an average response of 3.81 out of 5. On the face of it, this is a fairly impressive result, but it has to be interpreted in context. The survey targeted participants in CIGI conferences – that is, individuals who had played a role in its research gatherings and whose attention would have been drawn in the process to the Centre's publications (on display tables, for example).

The qualitative evidence obtained from the more open-ended 'key informant' interviews seemed to confirm the hypothesis that knowledge of CIGI's research output diminishes quite dramatically when the inquiry is extended to other categories of (otherwise well-informed) respondent. Members of the International Board of Governors were obviously aware of the publishing program, partly because of their attendance at Board meetings, but also because they are routinely provided with copies of whatever CIGI produces. Most of them, however, confessed that they read very selectively, if at all, from what they received. Respondents who were not on CIGI's automatic distribution list knew very little about its publications, and with only one or two exceptions, were *not* in the habit of checking the Centre's web site to see what was available. Again with one or two exceptions, respondents in the Security and Defence Forum category knew virtually nothing of what CIGI had produced. Like a number of others who had not been directly involved in the Centre's own research programmes, they most often exhibited a puzzlement that

can be paraphrased loosely as follows: “CIGI seems to have a lot of money, but I don’t really know what it’s doing with it.” Even among those whose own projects had at one time or another received CIGI financial support, there was often little awareness of the Centre’s operations overall. They had received funds. They were immensely grateful for the assistance they had been given. They wished CIGI well, but many of them were not otherwise attentive to it.

What this suggests is that CIGI’s research ‘product’ is not yet widely known among international relations specialists (even in Canada) who have not themselves been participants in the Centre’s operations. Much of its profile in these and other external quarters instead can be found in the mass media – which tends in practice to reflect the work principally of Paul Heinbecker and Ramesh Thakur, and more occasionally of one or two others. Recently the creation of the CIC and the announcement of the new Balsillie School of International Studies have attracted attention.

There was some confirmation of this finding in the responses to the survey of conference participants. When asked the question, “How could CIGI improve?”, 36% of the respondents who provided an answer identified “improved communication of research goals and activities” and 44% cited “increased generation of research that is relevant and strategic.”

This, in turn, may suggest that there is a need for a more targeted communications strategy to augment what happens on a small scale as a natural by-product of CIGI’s own research activities, together with what it is doing itself to cultivate a presence in the local (that is, Kitchener-Waterloo) and national media. It also suggests a more strategic approach to the selection of the research agenda. (See concluding section below.)

In concluding this section, we turn more directly to the evaluative criteria of *relevance* and *success*.

### **Relevance**

Here again, the most obvious *empirical* evidence may be represented by CIGI’s most tangible ‘output’ – namely, its publications, keeping in mind among other things the particular expectation that much of its work will focus on global governance in the economic and financial issue-areas.

As reported earlier, CIGI itself has taken a broad view of the factors that impinge on global economic and financial well-being and that need to be explored in the global governance context. Nevertheless, even by more narrowly-defined tests, the evidence suggests that it has concentrated to a reasonable degree on economic and financial questions. As noted above, for example, some 86 of the papers it produced in the 2003-2006 time-frame were products of its L-20 project, which reflected in turn the particular interest of the government of the day. Not all of the papers that dealt with substantive policy questions were directed specifically to economic and financial issues. Some were concerned with other matters (e.g., weapons of mass destruction, terrorism, and human rights), or with problems that were partly economic but had other origins, too (fragile states, safe drinking water and sanitation, infectious diseases and global health, and the environment, for example). Leaving papers on the summit process itself aside, perhaps half dealt

with such topics as:

- “Agricultural Subsidies and the Doha Round”
- “A Developing Country View on Tariff and Trade Barriers”
- “Indian Economic Strategies after Doha,”
- “The International Monetary Fund after the Crises in Asia and Argentina: In Need of a Better Performance”
- “Economic Transformation and Multilateral Reform: The BW Institutions and The G7”
- “Setting Climate Regulatory Targets in Emissions Trading Regimes”
- “A Global Carbon Tax?”
- “Financing Water Toward an L20 Action Plan”
- “Program on International Economic Institutions”
- “A Note on Improving the International Financial Architecture”
- “Financial Crises and International Cooperation”
- “Financing Critical Global Needs: A Draft L20 Communiqué”
- “Science & Technology for Development and L20 Leaders Intellectual Property”
- “The Changing Nature of Innovation and its Implications for Different Types of Developing Countries”

Similarly, by the evaluators’ count, at least 24 of the Centre’s 34 *Working Papers* deal directly with economic and financial policy issues, many of them focussed on the evolving international trading system, the problem of IMF reform, regional monetary arrangements, the economic implications of the growth of China and India, the WTO, the Doha Round, and similar topics. A complete list of CIGI books and *Working Papers* is attached to this report (Appendix III).

The book-length publications produced under CIGI’s auspices have a somewhat more eclectic range, but most of them (not all) bear in one way or another on ‘global governance’. Four of them have the phrase ‘global governance’ in their titles.

Taken overall, therefore, it is reasonable to conclude that CIGI’s publications programme and the research effort that it represents have responded very well to the federal government’s particular interest in fostering work on global economic and financial issues and processes. DFAIT provided approximately half of CIGI initial funding. To date, much *more* than half of CIGI’s work has been devoted to this area of activity, and if the prerequisites of economic well-being are interpreted more broadly, it can be argued that the government’s expectations have been even more fully met.

The *relevance* of CIGI’s research seems also to be sustained by the responses to the evaluators’ survey of conference participants. Perhaps not surprisingly, nearly 92% (Figure 2) of those who responded thought the topics dealt with in the CIGI events they had attended were either important or very important (that is, they ranked them 4 or 5 on a 5-point scale ranging from ‘not important’ to ‘very important’). Of the 87% of those who had actually read CIGI publications, 86.2% thought the topics addressed in them warranted a ranking of 4 or 5. On a similar scale

ranging from ‘strongly disagree’ to ‘strongly agree,’ 73.4% gave a 4 or 5 agreement-ranking with the statement, “CIGI research is addressing the most important issues.”

There is some evidence that not all sub groups appreciate the events and topics equally. None of the 6 federal government employees responding to the survey thought the topics were very important (they ranked them important however) and all groups from outside Kitchener and Waterloo thought the topics were less important than Waterloo residents.

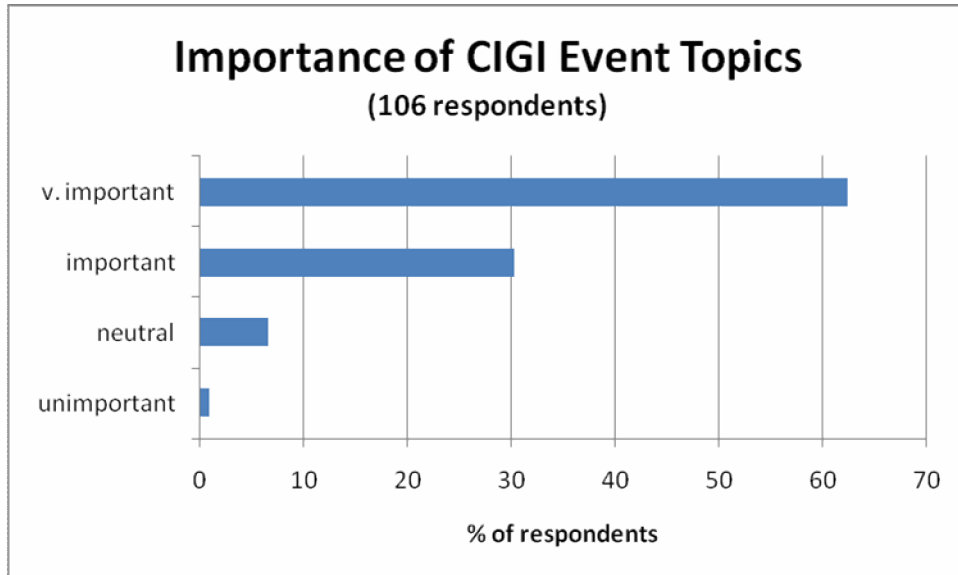


Figure 2

If the *relevance* test is extended to include the *usefulness of the results* as perceived by stakeholders, conclusions are more difficult to draw, not least because different stakeholders have different needs. Here too, however, the findings of the survey of conference participants (recognizing the potential bias in the respondent pool) convey a positive impression. Asked how they or their organizations had used policy development documents produced by CIGI, 78% of respondents said they had “read them for interest,” 33% reported that they had “cited them in other publications,” and 16% said they had “used them as central arguments for policy creation.” Fully 75% answered “Yes” to the question, “Have you or your organization been influenced by CIGI research or events?” When this question was dissected by place of residence of respondent, the highest support came from Waterloo residents at 85% and the lowest from Ottawa residents at 64%. Distance from Waterloo appears to make a difference. This is as we expected.

The qualitative comments of the respondents on this last question add flesh to the bones, and indicate that the impact was largely educational. This is what one might expect from a group of respondents where 41% were academic. The written observations are replete with phrases like, “CIGI has given me not only specific information and data on some of the issue areas mentioned

earlier, but it has also allowed me to expand my perspective on world affairs by means of the very special approach [global governance ‘viewed from the optic of global public goods’] that permeates many of its meetings...;” “increased my understanding of the L-20 proposal, the pros and cons, and Canada’s current role in global environmental discussions;” “by developing more profound understanding of issues...and a more mature judgment on appropriate policy responses...;” “a much broader and deeper understanding of global issues;” “better, broader knowledge;” “being better informed on a particular topic;” and so on.

Several respondents – presumably academics – indicated that they had made use of what they had learned in teaching their classes. A few others commented especially on the ‘networking’ benefits that they had received, and still others valued the ‘research ideas’ they had acquired, and the fact that the proceedings of the ‘event’ in question had affected their research agendas. (Some of the responses suggest that many of the replies to the survey may have been locally based, since there were references to events that were actually lectures delivered in Waterloo, and to “conference participation and development of grad program.” Other responses in various ways also revealed local residency.)

As already indicated, relatively few of the ‘key informant’ respondents (those from CIGI headquarters aside) had extensive knowledge of CIGI’s research activities. The ones who were familiar with them thought, for the most part, that the publications were of good quality, and that they were devoted to important subjects. Within the government’s own policy community, opinions were divided. A few appeared to think that they were not particularly helpful to the making of policy decisions, but the Caribbean papers were clearly regarded as very useful by those who had responsibility for Caribbean affairs, and there were favourable comments from other quarters, as well.

The evaluators’ own reading of selected materials from the CIGI corpus has led them to conclude that they are of professional standard, even though not all of them have been subject to the quality control associated with ‘peer review.’ They range in character from the broadly interpretive to the technically detailed. Some of them are highly descriptive, and it is probably fair to say that they would be more useful to policy-makers as sources of background information and analysis than as repositories of policy proposals (although this may have been somewhat less true of many of the papers produced as part of the L-20 series, which seems to have been disciplined by an awareness of a prevailing government interest). Given these characteristics, it is probable that ‘old hands’ with intricate knowledge of a particular issue-area would not learn so much from them as would those who were moving into a field that was unfamiliar to them, and hence were in need of a ‘briefing.’ The response in the policy community to the Caribbean papers may be a reflection in part of the fact that useful up-to-date literature on regional governance in the Caribbean is in limited supply.

Some of the titles may have a relevance that policy-makers themselves have missed; for instance, Working Paper No. 33 on *Dimensions of State Fragility: A Review of the Social Science Literature*, by Usman Hannan and Hany Besada. This paper might have provided useful input

into the policy debate on Canada’s Afghanistan mission. In the policy process, *relevance* takes many forms, and it can work as much indirectly as directly.

Our general conclusion is that CIGI’s funding of research programmes, and its own research work, meets the *relevance* test, but that it could usefully pay some attention to the development of a targeted communications strategy that seeks to inform key policy debates on those international issues that are among CIGI’s institutional priorities.

### Success

Coming first to the perceptions reported through the quantitative survey of conference participants, the responses convey, again, a positive impression. The question, “Which of the following successes have occurred as a result of CIGI?”, for example, produced the following results:

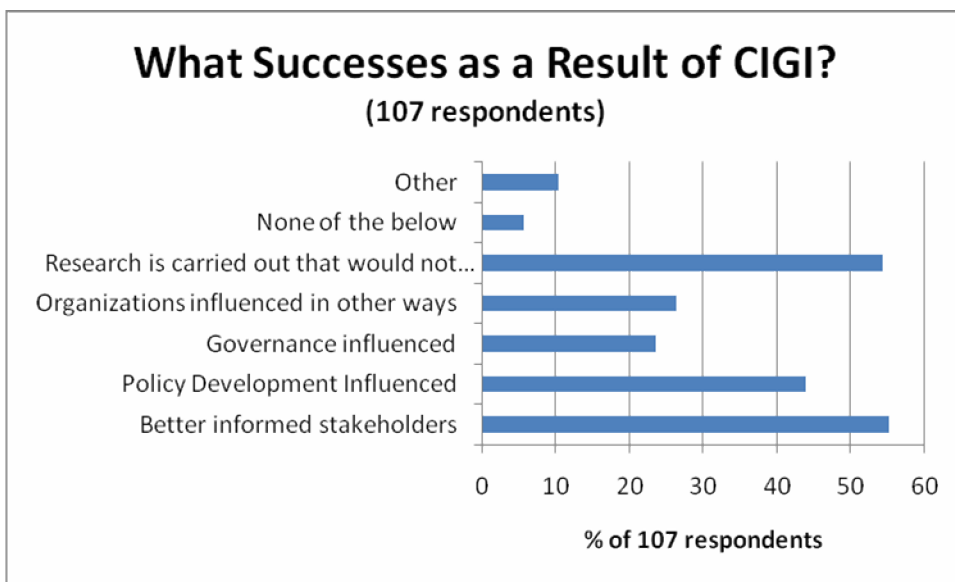


Figure 3

More than 63% of those who responded, moreover, to the question, “Is CIGI’s work helpful in their quest to become a leader in global governance issues?” answered, “Yes.” (25% said they didn’t know.) And as reported earlier, 75% answered “Yes” to the question, “Have you or your organization been influenced by CIGI research or events?”

On the other hand, respondents were uncertain about the impact of CIGI on policy development and governance. Nearly 52% said they didn’t know when asked how influential it had been overall in relation to NATIONAL policy development and governance, and nearly 51% said the same in relation to INTERNATIONAL policy development and governance. Only 8% thought it had been ‘very influential’ nationally and only 4% thought it had been so internationally. The pattern of responses for the survey was confirmed in the key informant interviews.



When asked: “What is most influential about CIGI?” (respondents could choose more than one option), the largest number (71%) identified “facilitation of discussion about international affairs,” followed by the “provision of networking opportunities” (56%), the “coordination and dissemination of research (46%), “financial resources” (36%), and “profile of CIGI stakeholders” (29%). In their qualitative comments, respondents were particularly impressed by the Centre’s capacity to attract senior and very highly qualified people to take part in its substantive proceedings and by its attempt to combine research with policy development (although a number of respondents were not sure that the link with policy had yet been fully established). Many thought it was probably too early to try to assess how successful it was being. This comment was shared with many of the key informant interviewees. It was often said to be particularly adept at networking and at working internationally in collaborating with others.

The ‘key informants’ – not unlike the survey respondents – had great difficulty pointing to particular policy decisions or initiatives (whether national or international) that had been significantly influenced by CIGI activities. Most pointed out, in any case, that measuring influences on government behaviour in this way is almost always an extremely difficult undertaking. A few suggested that the Centre’s work on the L-20 idea had been influential during the period of the Martin government, if only because it helped to flesh out a lot of the thinking necessary to give the initiative a stronger intellectual foundation, and because it helped to keep the debate alive internationally. Later variations on the theme – for example, the BRICSAM project and other discussions of sundry global leadership combinations – were also cited. As already noted, the Caribbean project also came up in this context, and some thought there was a potential to exercise influence in the nuclear energy field, among others. Yet no one was really prepared to say that CIGI activities had resulted in this or that public policy decision.

One concern that recurred over and over again in the “key informant” interviews, was that CIGI’s operations overall lacked focus, and that it was spreading itself too thinly across too wide an array of global governance issues. This was causing confusion among those who lacked extensive exposure to its activities, and was depriving it of clear definition. That in turn might be lessening its policy impact. It was hampering its mission of becoming recognized the world over as a premier source of expertise on global governance issues. The problem was compounded by the malleability of the ‘global governance’ concept itself. It was natural for the Centre to experiment and explore its options as it first got underway, it was time now for it to establish some identifiable niches. Like any public policy think-tank, it needed to preserve some flexibility so as to be in a position to respond to important new issues on the agenda as they happened along, but there was still a need for priorities – for some sort of strategic plan.

CIGI itself is aware of this problem, and initiatives have been launched in the past few months to respond to it. These will be discussed in the concluding section of this report.

We conclude that CIGI has met, and is still meeting, the requirements of the *success* criterion as reasonably interpreted at this stage in its development. Greater efforts could be made to encourage the (largely academic) specialists who are engaged in CIGI-sponsored research to translate their

findings into policy proposals. There is also a case for developing a more strategically targeted communications strategy, and for identifying a more clearly defined array of strategic priorities for its research programme. Dealing with issues of the Waterloo location and communicating effectively with researchers and policy makers in Ottawa, Toronto and places beyond from a Waterloo base would be included in this agenda.

### **4.3 Networking**

#### **Overview**

The development of ‘networks’ of contacts, partnerships and the like has been given particular attention by CIGI because of its ‘global’ mission and mandate. Its central preoccupation is with global problems and with the processes of global governance that are required to deal with them. However, neither global problems nor issues of global governance can be properly addressed from a single national base. The research function thus requires the involvement of scholars from many different parts of the world.

The issues themselves, moreover, often cannot be properly understood from the perspective of one discipline alone. Taken as a whole, the enterprise is intrinsically multi-disciplinary, requiring contributions from many different sources of expertise, both technical and political. The IGLOO infrastructure that CIGI has been developing is predicated on precisely these assumptions (among others). Moreover, given that ‘governance’ is always about ‘politics’ in the end, the contacts that are necessary to inform the research process, as well as to facilitate the objective of having an impact, are often ‘high-level.’ Researchers are needed, as are “movers and shakers.” Ideally they can be helpful to one another, but only if they communicate in a way that generates mutually beneficial synergies.

On these basic premises, networking matters.

#### **Relevance**

That it *does* matter appears to be confirmed both anecdotally in the comments of many of the “key informants” as well as in the survey of conference participants. By implication, they are evident in the results of the IGLOO user survey, as well.

Many of the “key informants” were particularly appreciative of the networking opportunities provided by CIGI’s annual conference, and almost all were impressed by the calibre of people whom the Centre was able to attract to its proceedings from all around the world. In at least a few cases, it was clear that this had helped researchers – even quite senior ones – to ‘open doors’ for interviews in overseas jurisdictions that would otherwise have been closed to them. It had also made it possible for researchers in Canada to attract to their projects individuals who contributed articles in a way that they might not have considered had they been responding only to an invitation from a university professor without a CIGI affiliation.

A number of the key informants noted that this networking process was greatly facilitated by the

Distinguished Fellows who had been attracted to the Centre and who gave it a visibility and credibility in certain circles that it would otherwise lack. Mr. Balsillie was also said to have played a major personal role in this respect.

CIGI researchers who had attended meetings of the International Advisory Board as observers seem to have benefited very greatly from both the plenary proceedings and the opportunity for informal exchanges that surrounded them.

In the quantitative survey of conference participants, as noted in the previous section, the “provision of networking opportunities” was ranked second (after “facilitation of discussion about international affairs”) as one of the ways in which CIGI was most influential, with 56% of respondents making reference to it.

The IGLOO survey provided direct evidence of the ability of this tool to assist in building networks. Some 46% of the 652 respondents to the IGLOO survey reported that they visited CIGI web sites. Approximately 80% of the IGLOO survey respondents reported their connection with CIGI through membership in an IGLOO online community. The most notable category of users describe themselves as researchers (40%), followed by students (24%), practitioners (22%), and educators (20%). However it should be noted that many IGLOO survey respondents also expressed a need for continual refinements to IGLOO's technical capabilities and its user-friendliness, which will enhance IGLOO's networking capabilities and popularity.

In sum, the support for the networking function seems to be very high among stakeholders, and this is presumably a useful indicator of the *relevance* of CIGI's networking performance.

### **Success**

The scale of the effort, moreover, should not be underestimated. CIGI's web site in early December 2007 contained information on what it describes, under a complex matrix of categories, as its “Partners.” The “partner listing” runs to three and a half pages of fine print. Many of these relationships are almost certainly occasional, sporadic, and even ephemeral, but a substantial number of them have nonetheless been project-related. The partners themselves are scattered around the world. A few are in government or represent international organizations, as well as other think-tanks, university centres, and the like. The majority of partners have information sharing agreements with IGLOO and the CIGI Library. Others are research and networking partners.

## **4.4 Shaping Dialogue**

### **Overview**

There is a sense that *all* of CIGI's communications activities – on the Internet, through publications, in its conferences and workshops, by way of the participation of its leaders and researchers in events organized by its partners, and so on – are part of the “shaping dialogue” process. These are complemented by meetings with government officials in Canada and

elsewhere from time to time, by presentations to parliamentary committees, by telephone conversations during the course of research and in response to outside inquiries, and so forth. The scope of this activity is evident from the information provided elsewhere in this report on CIGI-sponsored events, its publications program, its public lectures and “food for thought” presentations in the local community, and its contribution to the teaching programs at Wilfrid Laurier and the University of Waterloo.

Other indicators include reports in the mass media, the volume of IGLOO activity, and the electronic use of IGLOO-based electronic library resources.

With regard first to the mass media, CIGI’s ‘presence’ has grown quite dramatically in the last two years, presumably reflecting the increase in its research, publications and other ‘content-based’ activities over that time frame, as well as a more concerted effort by management to gain publicity for its operations. According to the Centre’s own data, for example, mentions of CIGI in the news increased from 99 in 2005, to 235 in 2006, to 700 in 2007. The number of ‘op-ed’ articles authored by CIGI researchers similarly increased from 29 in 2005, to 34 in 2006, to 185 in 2007. Broken down geographically, media coverage was 20% local, 45% national, and 35% international.

A similar pattern is evident in the case of numbers of ‘page-views’ recorded by the IGLOO system. A page-view count is the count of the number of times any user loads a page from the web site. IGLOO administrators keep records of the number of page-views for all IGLOO communities on a monthly basis. The system is still in the maturation process, both technically and in other ways, so that growth is to be expected. The pattern in recent years shows a steady escalation from 11,028 page-views in the month of December 2005 to a total of 1,614,797 for the month of January 2008.

The pattern recurs again in reference specifically to IGLOO’s electronically accessible library holdings. The total holdings are constantly increasing as new materials from various locations are brought on line. (As of December 23, 2007, the total was 10,698.) Between September 2, 2006 and December 21, 2007, the library recorded 51,710 page-views, including 37,153 directed to electronic documents, 3,119 to the web directory, and 11,438 to country profiles. The figures vary from month to month, but the trend line is going up – presumably reflecting both the increases in the available holdings and the growing familiarity of users with the site. For example, the total number of page-views of library resources over a four-week period in November 2006 was 1,135. The figure for the corresponding four weeks in November 2007 was 5,609.

### **Relevance**

Conferences, workshops, publications and the like aside, it is obviously difficult to measure the *relevance* of much of this activity. From the point of view of the users of the IGLOO system and the electronic library, for example, accessing the pertinent sites is obviously relevant in *some* sense, since otherwise they wouldn’t bother. It is, however, quite possible that in many cases – e.g., university students writing essays – the practical significance is quite far removed from the

policy development process, even if it relates very well to other CIGI objectives (e.g., capacity-building).

The increase in media coverage and ‘op-ed’ articles, however, is a different matter, and is regarded with varying degrees of enthusiasm even by CIGI’s own personnel. One school of thought holds that the seriously important action is manifested in research activity. Another school makes the point that, *whatever* research is done, it will have little impact unless policy-makers are aware of it, and in a world of crowded schedules and information overload, it won’t come to their attention unless it is referenced in the media. Still others take the view that a balanced approach is required, although they recognize that individuals who are equally adept in both domains – the research environment and the mass media – are a relatively rare breed. A few worry that the publicity emerging in *some* subject areas, unmatched by corresponding publicity in others, may be distorting public perceptions of what CIGI, taken as a whole, is really doing.

These discussions are typical of most think-tank communities, and the views of individuals will vary with their own experience, preferences, priorities and talents. About all that needs to be said here is that, if ‘shaping dialogue’ is a function of communications, CIGI has certainly been ‘shaping dialogue,’ and the dialogues that have resulted would seem to be ‘relevant’ – albeit in varying degrees and in different ways – to different stakeholder groups.

### **Success**

It is not clear, for reasons noted earlier, that CIGI publications are having the impact on dialogue that they should, if only because they are still relatively unknown to much of the potentially interested research community. This raises again the need for a targeted communications strategy in order to accelerate the familiarization process. The primary function of publications, after all, is to carry the ‘dialogue’, whatever it may be, beyond those who were involved in initiating it in the first place.

That problem aside, however, it would appear that CIGI, after a slow start on this front, is becoming increasingly successful as a dialogue-generator. As one conference participant put it in response to the evaluation survey, “CIGI is discovering and making clear the complexity of many international governance issues. It is also making possible Canadian leadership in international issues. It does this by offering opportunities to budding academics and practitioners, by allowing in-depth investigation of the issues and by informing many groups and the public.”

## 4.5 Building Capacity

### Overview

“Building capacity” in the present context is really about developing and disseminating information, knowledge and analytical skills pertinent to the constructive maintenance and management of the global order. The conferences, workshops, IGLOO, publications, media presentations and the like that CIGI generates (or helps to generate) are all intended, in the end, to promote these purposes. As indicated in some of the evidence presented earlier in this report, moreover, it is clear that those who participate in CIGI events come away from their experiences feeling better equipped to understand and assess the complexities of the issues before them.

In CIGI’s case, however, it is clear that the ‘capacity-building’ function has been pursued far more directly and extensively than is the case with other think-tanks, and in this respect it is quite unique. The effort has been manifested, first, in the role it has played in cultivating global governance studies, particularly at the graduate level (there is an automatic ‘trickle-down’ to the undergraduate level, as well), at Wilfrid Laurier and the University of Waterloo. It is embodied, second, in its contribution to the construction of the new Canadian International Council, and particularly in the research fellowships that Mr. Balsillie and others have launched financially under the CIC’s auspices. It is represented, thirdly, by the new Balsillie School of International Affairs.

The basic background on these initiatives has been provided elsewhere in this Report, and it need not be reiterated here. Their significance in the specific context of ‘capacity-building,’ in any case, is self-evident. Building ‘capacity’ for purposes of problem-analysis and policy development (whether in the global governance field or on any other area of public policy) entails the cultivation of minds and the fostering of expertise. Its pre-requisite, in effect, is suitably crafted education.

Other policy-oriented organizations in Canada have attempted to contribute modestly to the educational process – by fostering student conferences on foreign and security affairs, for example, or by offering encouragement (through prizes and awards of various sorts) to the writing of essays or theses on topics related to foreign policy and international politics, or by establishing the occasional scholarship or fellowship for university students who are active in a pertinent field of inquiry. Some have also established senior research fellowships as a way of attracting established authorities to do research on subjects of interest. However, none has provided a stimulus to university teaching and research on matters related to international affairs on the kind of scale represented by the initiatives of CIGI and its principal benefactor.

It should be noted again here that the synergies – the leveraging effects – that are continuing to develop between these initiatives and CIGI’s own research-related operations are significant, particularly but not solely in Waterloo.

## **4.6 Proposing Solutions to Governance Problems**

### **Overview**

Developing concrete policy proposals is often the most challenging of think-tank undertakings. The task is easier when the think-tank itself is guided by a particular ideology or political agenda, which results in research being undertaken in a way that lends support to pre-existing policy preferences. It is much more difficult when the purpose is to draw out the policy suggestions ‘inductively,’ as it were, from what the evidence itself actually reveals. (There are complex methodological and epistemological issues here, but this is not the place to consider them.)

The policy-development problem in the think-tank environment is often compounded by the fact that many academic researchers in the social sciences are reluctant to ‘take sides’, or otherwise commit themselves, on policy issues. Their primary function, as they see it, is to understand, and then to educate – and then, perhaps, to criticize. They feel more comfortable when they are explaining phenomena they can already observe than when they are asked to suggest ways of re-engineering phenomena in the future – a future that will be influenced by conditions and events that cannot be predicted with assurance in advance. Academics, in short, are richly fed by hindsight. Policy-makers, on the other hand, are most in need of foresight. The two are inter-related, but the connection between them is uneasy, and it rarely follows a straight line.

The challenge is complicated further when the matters at issue are highly political, and hence resistant to purely ‘technical’ resolution. The obstacles in such circumstances can be products more of conflicting interests (or *perceptions* of interest), and hence of political wills, than of ignorance of what is required to serve the collective good.

For all these reasons and others like them, extracting policy proposals from academic researchers is often a difficult enterprise, and CIGI is not alone in facing it. The IRPP, for example, often faces it, too.

As observed elsewhere in this report, many of CIGI’s publications reflect this difficulty. They provide historical and descriptive background. They elucidate the complexities of global governance problems and issues. They report what analysts and others have said about them (as in the *Working Paper* reviewing the literature on state fragility, cited earlier). They identify the trend lines (for example, in the trading system). In some cases, they explore what is technically feasible and what is not. Nevertheless, they often stop short of advocating a specific policy direction.

Having said that, there are other instances in which authors are at pains to draw practical lessons – do’s and don’ts – from past experience and case-studies. The proposals that result are often very

general, and in some instances amount to moral exhortations – exhortations that policy-makers might find helpful as indicators of prevailing attitudes, but perhaps not so useful as policy advice. These sorts of patterns are evident, for example, in some (not all) of the essays contained in *Exporting Good Governance: Temptations and Challenges in Canada's Aid Program* (edited by Jennifer Welsh and Ngaire Woods), among others.

To some extent, of course, the precision of policy proposals depends on what the subject-matter itself allows (or encourages). The recent (2008) collection edited by Alan S. Alexandroff under the title, *Can the World Be Governed? Possibilities for Effective Multilateralism* contains a number of essays in which the case is made for very concrete ways of proceeding. Others are more general and 'diagnostic' in character, but nonetheless are first-class sources of intellectual stimulus, and are conducive at the very least to the setting of agendas.

The practical implications of background reportage, when accompanied by critical analysis, should not in any case be underestimated as a source of policy instruction. The volume entitled *Haiti: Hope for a Fragile State* (edited by Yasmine Shamshie and Andrew S. Thompson) is an excellent example, and would convey a sobering sense of reality to anyone contemplating the question, "How can we help?"

As another example, the Senlis Council in September 2005 issued a report on the drug trade in Afghanistan, arguing in essence that the problems associated with it could be resolved if the product of the farmers' efforts were directed to legitimate commercial markets, particularly since anaesthetics for medical purposes are a scarce commodity in at least some parts of the world. The proposal has received a great deal of publicity and considerable public support. Presumably in response, CIGI has just released a *Working Paper* by Frédéric Grare entitled "Anatomy of a Fallacy: The Senlis Council and Narcotics in Afghanistan". Grare's paper serves the important purpose of shedding a critical light on the Senlis proposal. His analysis has informed the public debate and hence the environment in which political authorities operate.

The foregoing is not intended as a complete review of CIGI's policy-related literature. Rather, it is designed to make the point that the ways in which 'policy' can be affected by 'research' are manifold, subtle, and complex, and are not confined to the conveyance of specific proposals and recommendations. The mechanisms of cause-and-effect, moreover, are often very indirect.

Our general conclusion – which reinforces observations made earlier in this report – is that CIGI's corpus as a whole reflects a reasonable balance of different kinds of policy-related analysis and discussion, and that the pattern is typical of think-tanks that are mandated to do 'evidence-based' work.



#### **4.7 Cost-Effectiveness**

As noted earlier in this report, while it was possible to generate some measures of the *cost-efficiency* of CIGI's operations, gathering data on indicators of *cost-effectiveness* proved more difficult. However, as a formative evaluation of an evolving program, this is not unexpected. Indeed, this finding substantiates the need for a program evaluation early in the life of a new initiative that commands substantial resources, and for which expectations are high. Identifying shortcomings early on will allow for enhanced, results-based organizational management that will contribute to the achievement of CIGI's strategic outcomes.

The following tables provide an overview of three projects that have played an important role in forging CIGI's organizational identity and contributing to broader impacts, including the creation of the Balsillie School of International Affairs and the new research fellowship programme under the auspices of the CIC. The tables demonstrate one way in which information can be organized and reported in order to allow CIGI's 'story' to be told, its productivity monitored, and its successes replicated.

## Project Profiles

<b>Title of Project</b>	L-20 (Leaders 20)				
<b>Research Theme</b>	Global Governance Reform / Democratizing Global Governance				
<b>Purpose</b>	<p>To research the proposal to expand the current G7 / 8 group of countries / regions with the largest economies for a Summit (meeting) of 20 nations (including the largest emerging economies).</p> <p>Seeks to identify the feasibility, the process and the benefits of the L-20 Leader's Summit for strengthening the capacity of the international system to manage critical global challenges (e.g. pandemic prevention, terrorism, WMDs, trade negotiations, UN reform).</p>				
<b>Year Initiated</b>	2003				
<b>Partners</b>	Centre for Global Studies, University of Victoria				
<b>Other Linkages</b>	Brookings Institution (Washington think tank)				
<b>Funders</b>	IDRC; Government of Canada (4 agencies/departments); United Nations University; Princeton University; C. Mott Foundation				
<b>Expenditures (\$)</b>	2004-05	2005-06	2006-07	2007-08	Total
Airfare, travel, meals	443,268.45	2,689.12	n/a	9,039.95	443,989.46
Research & programming	183,672.53	20,239.07	n/a	58,747.89	262,659.49
Publications	13,473.68	1,359.24	n/a	-	14,832.92
Other	-	-	n/a	-	-
<b>Total Expenditures (\$)</b>	628,931.70	23,279.37	-	67,787.84	719,998.91
<b>Total Outputs*</b>	25	24	2	-	51
Books / Major Reports Published	-	1	1	-	2
Conference Papers and reports	10 (Phase 2)	11 (Phase 3)	-	-	21
Working Papers / Analysis	-	-	1	-	1
Commentary and Speeches	7	-	-	-	7
Policy Briefs	-	1	-	-	1
Conferences and Events	8	11	-	-	19
<b>Key Impacts</b>	<ul style="list-style-type: none"> <li>• Former Canadian PM Martin takes lead in exploring plans for L-20 Summit Meeting</li> <li>• L-20 promoted in the Helsinki Initiative</li> <li>• Early 2008 – CIGI switched focus from L-20 to an expanded G-13</li> <li>• 2008 global financial crisis – G-20 / L-20 takes on renewed importance in international affairs (November 15, 2008, summit planned for G-20 finance ministers in Washington, D.C.).</li> </ul>				

\* This count, while based on the best available data, may under-report some outputs.

Note: The information provided here reflects the quantity but not the quality of selected outputs. Caution should be exercised in using these indicators to measure cost-efficiency or effectiveness.

<b>Title of Project</b>	BRICSAM				
<b>Research Theme</b>	Shifting Global Economic Power				
<b>Purpose</b>	BRICSAM focuses on understanding the impact of the BRICSAM countries (Brazil, Russia, India, China, South Africa, the ASEAN states, Mexico) – large population emerging economies - on the systems and institutions of global economic governance. The BRICSAM project is an umbrella for a number of semi-autonomous research streams within CIGI. BRICSAM is one of the IGLOO communities, the primary goals of which are: to provide open access to the most comprehensive resources for research and analysis of BRICSAM and BRICSAM related issues; to build a global network of researchers, scholars, policymakers and practitioners interested in collaborative research on BRICSAM and BRICSAM related issues; and to stimulate new collaborative research among BRICSAM country partners and researchers.				
<b>Year Initiated</b>	2002				
<b>Partners</b>	IDRC (Young China Scholars Poverty Research Network); others to be identified.				
<b>Other Linkages</b>	Munk Centre for International Studies, U of T; Brookings Institution				
<b>Funders</b>	-				
<b>Expenditures (\$)</b>	2004-05	2005-06	2006-07	2007-08	Total
Airfare, travel, meals, accom.	74,993.46	59,282.05	34,643.75	205,087.69	373,736.95
Research & programming	1,081.61	23,000.00	12,226.28	13,698.09	50,005.98
Publications	-	-	177.54	4,000.00	4,177.54
Program Coordinator	-	25,501.22	186.24	-	25,687.46
Other	-	-	860.17	12,429.85	13,290.02
<b>Total Expenditures (\$)</b>	<b>75,805.07</b>	<b>107,783.27</b>	<b>51,093.98</b>	<b>235,215.61</b>	<b>466,897.95</b>
<b>Total Outputs*</b>	<b>6</b>	<b>12</b>	<b>16</b>	<b>7</b>	<b>41</b>
Books / Major Reports Publ.	-	-	-	-	-
Conference Papers and reports	-	-	-	-	-
Working Papers / Analysis	-	4	9	-	13
Policy Briefs	-	-	1	-	1
Conferences and Events	1	2	3	7	13
Other Papers	5	6	3	-	14
<b>Key Impacts</b>	<ul style="list-style-type: none"> <li>• Young China Scholars Poverty Research Network links Canadian and Chinese scholars, and funds young scholars in China to explore new analytical approaches to poverty research.</li> <li>• Raised Canada's international profile in Germany, Mexico, and elsewhere. Final report on the BRICSAM countries (scheduled for 2009), including the impacts of these emergent powers on Canada and Ontario, may have implications for Canadian foreign policy, among other results.</li> </ul>				

\* This count, while based on the best available data, may under-report some outputs.

Note: The information provided here reflects the quantity but not the quality of selected outputs. Caution should be exercised in using these indicators to measure cost-efficiency or effectiveness.

<b>Title of Project</b>	Canada Among Nations				
<b>Research Theme</b>	Changing Shape of International Relations				
<b>Purpose</b>	An annual collection of essays on Canadian foreign policy by leading scholars, practitioners, journalists, and members of the NGO community. Provides an assessment of the country's foreign policy.				
<b>Year Initiated</b>	2005 (CIGI's involvement)				
<b>Partners</b>	Norman Paterson School of International Affairs, Carleton University; McGill-Queen's University Press				
<b>Other Linkages</b>	-				
<b>Funders</b>	-				
<b>Expenditures</b>	2004-05	2005-06	2006-07	2007-08	Total
Airfare, travel, meals	14,814.01	15,007.60	34,132.21	14,174.88	78,128.70
Research & programming	-	-	-	-	-
Publications	700.00	7,513.50		610.05	8,823.55
Other	7,814.01	5,387.50	3,000.00	1,147.02	17,348.53
<b>Total Expenditures</b>	<b>22,698.43</b>	<b>25,521.10</b>	<b>39,519.71</b>	<b>15,931.95</b>	<b>103,671.19</b>
<b>Total Outputs*</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>
Books / Major Reports Published	1	1	1	1	4
Conferences and Events**					
<b>Key Impacts</b>	<ul style="list-style-type: none"> <li>• “The books in the series are widely adopted in Canadian foreign policy and international relations courses and have become a major publication of record on Canada's policies and actions in the world” (from the McGill-Queen's University Press website).</li> </ul>				

\* This count, while based on the best available data, may under-report some outputs.

\*\* The total number of conferences and events related to Canada Among Nations has not been systematically tracked, but it is acknowledged that these are important outputs of this initiative.

Note: The information provided here reflects the quantity but not the quality of selected outputs. Caution should be exercised in using these indicators to measure cost-efficiency or effectiveness.

## **Funding**

CIGI's major funding sources are investment income, government grants and donations (Table 1). The major source of income per year varies depending on economic market conditions and substantial grants and donations. Revenues of note includes a \$17M grant from the Ontario provincial government in 2006-07 which was matched by a private donor, as well as a \$10M private donation in 2007-08 for an African initiative. Despite negative market conditions in 2007-08, this funding - in addition to total revenues in excess of expenses for the first four years - has helped CIGI to build an investment portfolio of about \$65 million as of the end of the 2008 financial year. With annual expenses averaging \$4.9 million over the past five years (Table 2), it

is reasonable to assume that the financial sustainability of CIGI is not an issue. The organization is well-positioned to plan and implement long term projects and research.

Table 1: CIGI Funding

	2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%
Investment Income	1,489,611	24.3	5,496,267	85.9	4,608,498	84.4	1,614,038	4.5	(2,710,641)	(34.4)
Government Grants	63,460	1.0	44,977	0.7	295,000	5.4	17,127,063	47.6	315,185	4.0
Donations	4,492,657	73.4	770,385	12.0	410,423	7.5	17,161,133	47.7	10,174,303	129.0
Other	73,262	1.2	85,332	1.3	146,098	2.7	94,628	0.3	106,804	1.4
<b>Total Operating</b>	<b>6,118,990</b>	<b>100</b>	<b>6,396,961</b>	<b>100</b>	<b>5,460,019</b>	<b>100</b>	<b>35,996,862</b>	<b>100</b>	<b>7,885,651</b>	<b>100</b>
Custodial	29,094,036		17,774,171		1,828,327		(14,608,014)		(3,102,681)	
IGLOO Technology	-		1,559,156		769,564		2,322,920		5,345,969	
School	-		-		-		-		15,178,040	
Total Revenue	35,213,026		25,730,288		8,057,910		23,711,768		25,306,979	

Source: CIGI Financial Statements, 2004-2008.

Table 2: CIGI Expenses

	2003-2004		2004-2005		2005-2006		2006-2007		2007-2008	
	(\$)	%	(\$)	%	(\$)	%	(\$)	%	(\$)	%
Research & Conferences	1,038,656	54.0	1,791,237	42.8	2,123,059	53.6	3,116,024	59.5	6,265,169	67.7
Partnerships/ Education		0.0	493,375	11.8	152,575	3.8	191,185	3.7	630,726	6.8
Administration/ Facilities	712,093	37.0	1,499,844	35.8	1,111,547	28.0	\$1,087,373	20.8	1,650,688	17.8
Technical Support		0.0	131,500	3.1	212,783	5.4	\$200,005	3.8	158,141	1.7
Amortization	173,884	9.0	271,206	6.5	363,519	9.2	\$640,692	12.2	549,358	5.9
<b>Total Operating</b>	<b>1,924,633</b>	<b>100</b>	<b>4,187,162</b>	<b>100.0</b>	<b>3,963,483</b>	<b>100</b>	<b>5,235,279</b>	<b>100</b>	<b>9,254,082</b>	<b>100</b>
Custodial	606,130				716,921		2,022,395		350,000	
IGLOO Technology			986,210		2,121,754		3,219,313		1,982,583	
School									188,664	
Total Expenses	2,530,763		5,173,372		6,802,158		10,476,987		11,775,329	

Source: CIGI Financial Statements, 2004-2008.

## Expenses

The percentage of total expenses directed toward research, conferences, and partnerships, which can be considered the core activities of CIGI, increased each year to the point that these expenses accounted for 74.5% of operating expenditures in 2007-08 (Table 2). The development of the IGLOO software is shown as a separate line item to facilitate valid comparison with other organizations later in this report. Administrative costs fluctuated in the early years as CIGI built some infrastructure, but as a percentage of total expenses, they have declined substantially from 37% in 2004 to 17.8% in 2008.

## Staff Allocation

Table 3 on the next page indicates that staff allocation has remained relatively constant over time, with the exception that research and program staff more than doubled in number between 2005 and 2008, accounting for almost one-third of total staff in the latest fiscal year.

Table 3: CIGI Staff Details

	2005		2006		2007		2008	
	No.	% of (1)	No.	% of (1)	No.	% of (1)	No.	% of (1)
Administration/Executive	7.5	26.3%	10.0	24.5%	10.3	21.2%	8.3	16.3%
Facilities & Technical Support	2.8	9.8%	3.8	9.3%	5.3	10.9%	4.3	8.4%
Publications/Events/Communications	5.5	19.3%	6.0	14.7%	9.3	19.2%	9.3	18.2%
Library	0.0	0.0%	3.8	9.3%	5.8	12.0%	3.5	6.9%
IGLOO Network	5.0	17.5%	6.0	14.7%	6.8	14.0%	7.8	15.3%
IGLOO Support/Marketing	1.0	3.5%	3.5	8.6%	3.3	6.8%	2.0	3.9%
Research & Program Staff	6.8	23.9%	7.8	19.1%	8.0	16.5%	16.0	31.4%
<b>(1) COMPARABLE CIGI STAFF (FTEs)</b>	<b>28.5</b>	<b>100%</b>	<b>40.8</b>	<b>100%</b>	<b>48.5</b>	<b>100%</b>	<b>51.0</b>	<b>100%</b>
CIC (FTEs Billed)	0.0	-	0.0	-	0.0	-	0.3	-
BSIA (FTEs Billed)	0.0	-	0.0	-	0.0	-	1.0	-
IGLOO Developers/Tech	4.0	-	11.8	-	20.0	-	0.0	-
<b>(2) Total Staff FTE</b>	<b>32.5</b>	<b>-</b>	<b>52.5</b>	<b>-</b>	<b>68.5</b>	<b>-</b>	<b>52.3</b>	<b>-</b>

Source: CIGI

## Comparison of CIGI with other Think-Tanks

It is clear from the key informant interviews in particular that CIGI is widely perceived to be a very richly endowed think-tank organization, as measured by Canadian standards. Several

informants indicated that they can think of no other comparably funded institution in the public policy field in Canada. Yet, CIGI's financial position is eclipsed by the resources available to other public policy think-tanks outside of Canada. For example, the Brookings Institution, a nonprofit public policy organization based in Washington, D.C., administered operating revenues and expenses totaling \$90.8 million and \$60.7 million respectively in fiscal year 2007.<sup>5</sup> This compares to CIGI's operating revenues and expenses of \$36 million and \$5.2 million respectively for the same period (the former which, incidentally, far surpassed CIGI's average annual operating revenue of \$6 million between 2004 and 2006).

In Canada, the Institute for Research on Public Policy (IRPP) – also supported by an endowment originally established by a federal government grant – has some similarities, and like CIGI supports policy recommendations that are 'evidence-based' rather than rooted in a particular ideology. However, its resource base is considerably smaller than CIGI's, and currently it operates with a personnel roster totalling only 13 FTEs. IRPP has a higher profile in Canadian policy community circles generally than CIGI, but it has been working at the job for more than 35 years, and has a well established policy-oriented magazine (*Policy Options*). Its focus, moreover, is mainly on Canada, although much of its work includes 'comparative' elements. While it has occasional working connections with counterpart think-tanks elsewhere in the world, it does not attempt to be 'global' or 'multilateral' in the way that CIGI does, and its Board is considerably smaller than CIGI's International Advisory Board, albeit about three times the size of CIGI's Board of Directors. It operates out of a relatively small office suite in downtown Montreal, and relies on commercial suppliers for conference facilities as it requires them. With the exception that it contracts out some of its research activity to academics, it has no direct connections with universities or their teaching programmes. In short, both organizationally and in terms of scale, it is a much more compact operation.

CIGI, by contrast, is not only a think-tank in itself, but also spearheads the fulfilment of a much larger set of ambitions, as reflected in the discussion of its history and structure early in this report. The commonly expressed impression that it has a large funding base relative to the research it has produced seems to reflect a lack of awareness of these other dimensions of its activities, and their cost.

Some numeric comparisons of CIGI with the Asia Pacific Foundation of Canada (APFC) and the International Institute for Sustainable Development (ISSD) are provided in Table 4. It is important to bear in mind that these think-tanks have unique missions, approaches, and priorities, and that this information has been compiled from their respective websites. In comparison to CIGI, the APFC has a regional rather than global orientation, and the IISD is more narrowly focused. Also, while APFC and ISSD have been in existence for more than 20 years and are therefore well established, CIGI is relatively new and continuing to evolve. Thus, while these comparators offer some basic perspectives on cost efficiency, caution should be exercised when interpreting the results.

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<sup>5</sup> Brookings Institution Annual Report, 2007.

Table 4: Comparison of CIGI, APFC and IISD†

	CIGI	APFC	IISD	
Year of Incorporation	2001	1984	1988	
Board of Directors	7*	15	21	
Number of Staff **	51	22	90	
(1) Annual Expense**	\$9,254,082	\$1,894,373	\$14,856,589	
(2) Administration Costs ▲	\$1,290,139 (13.9% of expense)	n/a	\$872,747 (5.9% of expense)	
(3) Total Expense per Staff Member	\$181,453	\$86,108	\$165,073	
Books / Major Reports Published	15 (plus contribution to chapters in 11 other books)	13	250 (2007-08) includes books, papers, excerpts and commentary	
Conference Papers and reports	34 (2005-07)	-		
Working Papers / Analysis	33 (2005-07)	44 (2004-07)		
Commentaries and Speeches	24 (2004-07)	-		
Policy Briefs	5 (2007-08)	-		
Media Clips	32+ (2007-08)	-		
Surveys	-	9 (2004-07)		
Statistical Reports	-	59 (2004-07)		
(4) Average Output per Year ♦	55	31		125
(5) Average Expense per Output – (1) / (4) ♦	\$168,256	\$61,109		\$118,853
Press Releases	110 (2007-08)	n/a	n/a	
Visiting Fellows	8 (2008)	n/a	n/a	

† Information was compiled from respective websites and hence may not reflect all relevant information.

\* CIGI also has an International Advisory Board of Governors with 40 members.

\*\* Compiled from latest available Annual Report – CIGI (2008), APC (2007-08) and IISD (2008).

▲ Development and fund raising costs are separate from administration costs for IISD, whereas for CIGI they are included in administration costs.

♦ This is provided as only a crude indicator of efficiency. No two outputs are identical.

n/a – not available

The following are tentative indicators of cost-efficiency that could be further developed by CIGI and used for internal, year-to-year monitoring within the framework of a comprehensive results-based management plan.

- **Administration costs as a percentage of total expenses.** Especially in the case of not-for-profit organizations, the expectation is that administration costs are minimal. CIGI currently falls within an acceptable range, although it is difficult to know what other think-tank organizations include in this figure: administration accounts for 13.9% of expenses compared to 5.9% for IISD.



- **Total expense per staff member.** This indicator assumes that staff members are reasonably compensated and provided with the necessary supports to undertake their work. Changes in this indicator over time within an organization would be expected to gradually shift in one direction rather than fluctuate erratically, and could either increase or decrease depending on priorities and procedures implemented by the organization. CIGI appears high, but total staff count does not include the substantial number of fellows and cross appointments (20 at the end of 2008, or approximately 15 FTEs). If the calculation is adjusted to include this personnel, CIGI falls within the range of the two comparator think-tanks, registering lower total expenses per staff (\$140,213) compared to IISD (\$165,073), and higher expenses per staff compared to APFC (\$86,108).
- **Output per year.** This is a key indicator of the cost-efficiency of think-tank organizations, particularly if aligned with strategic organizational priorities – which, in the case of CIGI, could be more clearly established through the development of a results-based management framework. Once again, CIGI falls within the range of the comparator organizations, with greater average output per year (55) compared to APFC (31), and less output per year compared to IISD (125). Caution, however, must be exercised with this indicator in particular when comparing across organizations, since outputs are likely to be reported differently by each. In addition, a more effective output indicator would take into account not only the quantity but also the quality of the output; for example, the annual number of publications in leading-edge peer reviewed journals, or the annual number of citations of CIGI articles in peer-reviewed journals.
- **Average expense per output.** Although presented as only a crude measure of efficiency, further refinement of this indicator could significantly enhance CIGI's accountability to funders as well as the management of research projects. On the basis of this indicator, CIGI is considerably higher (\$168,256) than both comparator organizations (\$61,109 for APFC and \$118,853 for IISD), likely related to the fact that it is a much newer think-tank. The goal to gradually reduce the average expense per output, again as part of a results-based management plan, could significantly enhance the productivity of CIGI.

The evidence presented in the tables above suggest that, particularly as a new institution, CIGI falls within the range of other think-tanks on the small number of indicators examined, with the exception of 'average expense per output'.

The evaluation also revealed stakeholder perceptions that shed further light on the issue of cost-efficiency:

- First, it may be the case that some of CIGI's activities – notably conferences, workshops and other gatherings – cost somewhat more because of the Centre's location in Waterloo (which has the effect, for example, of increasing the cost of ground transport from nearby airports

(in Hamilton and Toronto), although hotel costs may be lower. It can be argued – and some of the key informants *did* argue – that more effective synergies would have been achieved were CIGI headquartered instead in Ottawa, Toronto or Montreal, which are natural magnets for visiting notables in the international field. CIGI has to work harder, and may have to expend more, to stimulate their participation and attention. In any case, the focus on Waterloo was a basis of the vision for CIGI from the start. The consequences of this decision are not unexpected, and have been shouldered quite willingly by the Centre’s principal benefactors.

- Second, stakeholder feedback on CIGI’s Annual Conference, held in conjunction with the annual meeting of its International Advisory Board, was obtained through the evaluation. This is perceived as a well-organized and generously-funded event. CIGI has concluded that it is an appropriate expenditure given the calibre and experience of the individuals upon whom the conference draws for advice and support – individuals who are not remunerated for their services, and who have been invaluable contributors among other things to the development of CIGI’s global network. Moreover, stakeholders were uniformly impressed by the high quality of the substantive proceedings, both formal and informal.
- A third cost issue raised by a significant number of respondents relates to the difficulty of ensuring that the necessary financial arrangements are in place for projects and events. This ranged from the process for establishing budgets to arranging contracts and hosting events here and abroad.

Overall, the evidence presented above supports the conclusion that CIGI falls within the range of similar think-tanks on three out of four indicators of cost-efficiency for which information is available. CIGI’s higher than average cost on the fourth indicator (‘average expense per output’) can reasonably be attributed to the shorter length of time that it has existed. Moreover, because of potential incompatibilities in data sources, caution must be exercised in making a conclusive determination about the relative efficiency of CIGI based on these indicators.

The foregoing analysis suggests areas where further refinement and data collection for these indicators is required. If this task is approached as part of a **broader, results-based management and evaluation framework**, it could significantly enhance CIGI’s capacity to measure, report on, and contribute to the achievement of the ultimate outcomes identified in the logic model (Figure 1) in a timely and cost-effective manner. This last point cannot be stressed too strongly. **If CIGI is to demonstrate measurable progress over the next five years on clearly defined indicators that reflect the quality, quantity and timeliness of outputs, as well as advances toward the organization’s strategic outcomes, it is vital that a strategic plan and corresponding results-based management framework be developed and implemented as soon as possible.** This evaluation report should serve as a springboard for launching the strategic planning exercise.

## 4.8 Organizational Issues

It was noted near the beginning of this report that CIGI is a young organization, that it has a complex array of functions to perform, that it has grown very rapidly in the last three years, and that its expansion has included involvement in some major ancillary projects, most notably the creation of the CIC and the initiation of the new Balsillie School of International Affairs.

Morale in the organization is very high, and staff members appear to be exceptionally enthusiastic about CIGI's mission and the work they do in support of it. The atmosphere in the headquarters is collegial and friendly. The leadership is respected, and inspires both loyalty and affection.

Nevertheless, there is evidence that the organization has reached a point at which it needs to re-think its management systems as well as its decision-making processes. This conclusion is based not only on the observations made by the evaluators, but also on consistent feedback obtained through the interviews that decision-making was overly-centralized, resulting in 'bottlenecks' (as more than one respondent put it) at the top. There is a need for strategic planning, not merely about management issues in the narrow sense, but also about 'focus,' research priorities, communications of results, and the like. The process by which projects are selected and funds allocated to them is not entirely clear. Similarly, there is a need for greater transparency and a formal process for determining which papers are selected for publication and which are not. Project commitments sometimes seem to be made with little reference to the availability of necessary resources. Job descriptions and contractual obligations are not always explicitly defined. The difference, for example, between Distinguished Fellows and Senior Fellows is not always evident. The delegation of tasks does not always include the delegation of responsibility for managing the pertinent budget envelope. Delegation was in any case difficult, because the concentration of management tasking 'at the top' meant that there was no clearly identified 'middle management' to whom responsibilities could be assigned.

These and other concerns were almost always expressed in a constructive manner, and no one was in favour of 'bureaucratizing' the organization in a way that would deprive it of the necessary flexibility. Nevertheless, there appears to be a pervasive sense that the scale of CIGI's operations is now putting excessive strain on a set of management practices better suited to the organization when it was still in its early stages of development. CIGI has already begun to address this by hiring additional human resource management and financial management staff, consolidating communications in one place, and strengthening middle level management in general. This is a common problem with organizations that have grown dramatically in size. If neglected, long-term consequences such as morale problems could lead the organization to become rigidly hierarchical or otherwise lacking in collegial spirit.

Some of the issues involved here are already being addressed – at least in part – by CIGI's management, particularly with reference to the research program, but it is recommended that the problem be given more systematic attention.

## **5.0 CONCLUSIONS**

### **5.1 General**

1. The absence of a strategic plan that clearly articulates CIGI's short- and long-term goals, methods for achieving them, and results-based indicators of success will hamper future efforts to determine whether CIGI is accomplishing the purposes for which it was created in a cost-effective manner.

### **5.2 Relevance**

2. The research programs funded by CIGI are considered to be important priorities by the majority of stakeholder groups. Those stakeholders located closer to CIGI in Waterloo and Kitchener are more likely to support this statement than other stakeholders.
3. Other areas of the core mandate of CIGI also rank high on relevance, in particular the Networking and Building Capacity components.
4. The number of IGLOO (International Governance Leaders and Organizations Online) network users is growing rapidly and the platform continues to evolve. There is considerable competition from other networking platforms and IGLOO needs to focus on what it does best: support research and the dissemination of information on international relations and governance. Increasingly, the platform is also being used by other on-line communities outside of the IGLOO network, a sign that it is a valuable resource. There is some need to respond to technical issues on ease of use.
5. The "Shaping Dialogue" and "Proposing Solutions to Governance Problems" areas of the mandate have not yet clearly demonstrated their relevance to stakeholders. This is in part a reflection of the fact that CIGI is a new think-tank that was slow in getting started.
6. Some key government stakeholders feel they have not been consulted or adequately involved to date in determining CIGI's priorities and activities, and they hope that this process will improve in the future.
7. CIGI major events, in particular the annual conference, receive high praise for the choice of topic, quality of presentations and quality of the event hosting.
8. As suggested in the original CIGI mandate, the degree of focus on economic and financial issues seems to be appropriate.

### **5.3 Success**

9. CIGI is making significant headway in establishing itself both as a unique think-tank

contributing to the debates on international governance, and as a new Canadian-based centre of excellence on governance issues.

10. It is too early to judge the ultimate success of CIGI in fulfilling its mandate. CIGI may have taken longer to establish itself than expected. However, it has made impressive progress in the last 2 to 3 years.
11. There is a perception that a lack of focus in CIGI's activities hindered its early progress.
12. CIGI has established significant and effective partnerships with universities and research agencies locally, nationally and internationally.
13. While the overall rating of CIGI by stakeholders is very high, local stakeholders (members of the university and NGO communities in particular) judge CIGI to be more successful compared to national and provincial stakeholders outside of the Waterloo area.
14. CIGI's links with neighbouring universities (Waterloo and Wilfrid Laurier), the assistance it has provided for establishing the CIC and developing new graduate programmes, and its role in the creation of the new Balsillie School of International Affairs together represent a potentially very significant contribution to Canadian capacity in International Relations and Global Governance. Sustaining this initiative remains the challenge.
15. There have been some concerns expressed about the Waterloo location and its effectiveness for the work CIGI does. These concerns are offset by the opportunity to establish a new and innovative Canadian think-tank and centre of excellence in Waterloo.
16. There is evidence that the speed of growth and the start-up phase has led to activity getting ahead of the day-to-day management of selected aspects of CIGI's routine business.

#### **5.4 Cost-Effectiveness/Cost-Efficiency**

17. CIGI falls within the range of similar think-tanks on three out of four indicators of cost-efficiency for which information is available. CIGI's higher than average cost on the fourth indicator ('average expense per output') can reasonably be attributed to the shorter length of time that it has existed, as well as to inconsistencies in the data sources.
18. Further refinement of cost-effectiveness /cost-efficiency indicators and the development of systems for data collection is required. If this task is approached as part of a broader, results-based management and evaluation framework, it could significantly enhance CIGI's capacity to measure, report on, and contribute to the achievement of its ultimate outcomes identified in the logic model.

## Recommendations

It is recommended that CIGI:

**Recommendation 1:** Develop and implement a strategic plan and corresponding results-based management (RBM) and evaluation framework as soon as possible. This plan would help CIGI to sustain focus, improve internal governance and management procedures, and set a course for future strategic directions.

There is considerable evidence that CIGI is now operating on a scale that requires a more systematic approach to dealing with recurrent administrative issues. This may lie beyond the expertise of CIGI's present leaders who, while distinguished for their expertise and interpersonal skills, may be lacking in the capacity to manage and administer a large and complex organization with distinct yet overlapping priorities.

It is evident that CIGI's senior managers are increasingly aware of this issue, and the measures being taken to reform the research structure and strengthen middle management reflect their sensitivity to it. Nevertheless, pressures and inefficiencies are evident in other areas as well – for example, in the routine management of financial allocations, which at present does not always seem to ensure that operating funds and authorizations are received by the appropriate 'front line' staff in good time. Resolving problems of this sort requires a re-thinking of managerial procedures and systems in ways that might not be familiar to those who currently have management responsibilities. In order to avert the development of more serious difficulties over the longer term, they are advised to seek technical advice on these and other management issues as soon as possible.

The CIGI logic model should serve as a starting point for the development of the strategic plan and RBM framework. Data collection on indicators should begin as soon as the plan has been approved, and remain a priority for CIGI management over the next six months. On-going monitoring and assessment will allow for adjustments to various components of the plan – including the strategic priorities, operational objectives, budget allocations and performance indicators, among others.

**Recommendation 2:** Make a greater effort to identify key stakeholders active in the pertinent 'global governance' policy arenas, both in Canada and internationally, and engage them in the development of the research agenda.

This kind of advisory consultation already takes place to some extent through the proceedings of the International Advisory Board. But the Board meets only once a year, and much of its time is devoted to reacting to research proposals that have already been developed. In any case, government and IGO policy-makers, NGO activists and others often have an awareness of emerging 'cutting-edge' problems that independent observers, including academics, may lack. CIGI's 'arm's length' relationship with governing authorities certainly needs to be maintained. At the same time, there is a case for having small-scale 'brain-storming' sessions that involve policy-

makers and others from Canada and abroad to help identify problems that are developing in particular issue-areas with a view to informing decisions bearing on the research agenda and the identification of priorities.

**Recommendation 3:** More strategically target stakeholders outside of Kitchener/Waterloo for the distribution of key publications and participation in key research events hosted by CIGI.

As noted elsewhere in this report, the evaluation revealed the significant growth in CIGI's output of publications – both in print and on-line – over the past three years, much of which is not very well known outside the CIGI community. Even among those who have 'partnered' with CIGI on projects of one kind or another, awareness of its activities overall is generally quite limited, and is often confined to a very narrow area of interest in which the partner is directly involved. This problem cannot be addressed simply by focusing on coverage in the general media. A more strategically targeted communications strategy is required if the policy community (broadly conceived) is to be made aware of CIGI's work. The publication agreement with WLU press is evidence of progress in this area.

**Recommendation 4:** Continue the work it has started in identifying priority research themes and implementing formal procedures for research team to initiate and manage research in their respective areas.

A recurring theme in the comments of interview respondents (not unrelated to the uncertainty in many quarters about what CIGI has actually been doing) is the concern that the Centre's research activities have lacked 'focus'. The reasons for this perception have been discussed elsewhere in this report. CIGI managers are aware of the problem, and in the autumn of 2007 organized a retreat at which this issue was addressed. One of the outcomes of the resulting discussion was a decision to allocate CIGI projects to one or the other of six "thematic areas". These are:

1. International Law, Institutions and Diplomacy
2. Shifting Global Power
3. Trade and Finance
4. Resources and the Environment
5. Health and Social Issues
6. Global and Human Security

The six themes are very broad and CIGI is aware that they will acquire more precise definition only if the projects that fall within them are shown over time to be thematically coherent. At the time of writing, it has just been proposed that this process be encouraged by the creation of a "Program Working Group" for each theme. The Program Working Groups are expected to propose and evaluate projects and activities under their respective program areas, decide on some aspects of resource allocation, monitor and report on progress of projects and other program activities, contribute to CIGI planning and performance evaluation in the program area, and act as editorial boards within their respective fields, among other responsibilities.

It is too early to determine how well this new structure will work, but it is suggested that this is an important step in the right direction that warrants active encouragement. Moreover, the research agenda ‘brain-storming’ sessions proposed under Recommendation 2 above could be included in the activities of the Program Working Groups as a way of contributing to the effort to enhance program relevance.

**Recommendation 5:** Create an ongoing monitoring and re-design strategy to respond to the changing needs of IGLOO network users.

The findings summarized in the IGLOO Network Survey (Appendix II) provide a source of information that describes the types of improvements that the various users of IGLOO would like to see. These findings, falling under the thematic labels of user-friendliness and technical functions, are too wide in scope to summarize in this report. As IGLOO is a web-based medium and is moving toward becoming an enterprise independent of CIGI, it is important to recognize the changing needs of its' revenue source, i.e. IGLOO Network members. By responding to users' needs, a higher rate of member use will be encouraged as will the growth of new membership, likely increasing revenues, information resources and the reputation of the IGLOO Network.

**Recommendation 6:** Undertake a review of the level of staffing required and the procedures used to facilitate human resource, financial and other administrative decisions in order to ensure that researchers and others are receiving the necessary and appropriate administrative support.

This relates to Recommendation 1 but is more specific in dealing with a review of the necessary administrative support staff and procedures use to support the routine operations. There is a sense that administrative support has lagged behind the rate of growth of activities.



## APPENDIX I

### STATEMENT BY THE MANAGEMENT OF THE CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION (CIGI) REGARDING THE FORMATIVE EVALUATION OF THE CENTRE

The Management of CIGI welcomes the formative evaluation report produced by two independent evaluators into its activities. We appreciate the evaluators' work and commitment in fulfilling their mandate thoroughly and fairly under tight deadlines.

We also appreciate the dedicated work and advice of members of the evaluation steering committee, composed along with CIGI personnel of two federal government representatives and two independent members who gave invaluable guidance and advice.

The purpose of the evaluation was to fulfill the commitment under Section 9.1 of the March 2003 Funding Agreement between CIGI and the government of Canada to carry out an independent third-party evaluation of its activities. More broadly, however, we view this evaluation as a key milestone in the evolution of CIGI – an initial independent assessment that will serve as an important tool for management going forward.

The terms of reference as approved by the steering committee asked the evaluators to pronounce on the relevance, success and cost-effectiveness of CIGI in achieving results in support of the purposes of its endowment Fund, as described in Article 5.3 of the Funding Agreement. The five areas are: funding research programs, networking, shaping dialogue, building capacity, and proposing solutions to governance problems.

We are very pleased to note the evaluators' assessment that CIGI is meeting the test of relevance, success, and cost effectiveness-in all five areas. The evaluators note, however, that significant changes are needed to ensure continued strong and improved performance in years ahead, particularly in light of the recent growth of CIGI, which among other trends has revealed some problematic areas. These areas are: identification and engagement of stakeholders; communication and distribution of CIGI's work; prioritization and management of research projects; ensuring that the needs of IGLOO network are understood and met; the need for a plan to provide clearer direction and measures of achievement, and staffing in support of the programs. Following is our response to the specific recommendations of the evaluators.

Recommendation 1: The evaluators recommend that CIGI make a greater effort to identify key stakeholders and engage them in the development of the research agenda.

Response: CIGI agrees with this recommendation. Beginning this year, CIGI will take

concrete steps to involve its IBG members in its programs beyond the formal annual IBG meeting. These steps will be discussed with our Board at the annual 2008 meeting. CIGI already formally or informally involves government representatives and other stakeholders in many of its activities, to ensure the relevance of our work and assist our stakeholders in their decision-making. However, we plan by the end of this fiscal year (July 2009) to have processes in place that will monitor more concretely stakeholder engagement. We also plan to develop simple guidelines to ensure that stakeholder engagement in the development and implementation our programs becomes one of the key responsibilities of our new thematic working groups (see below). CIGI will systematically monitor the results of these efforts, which will allow an assessment of whether this recommendation has been addressed sufficiently or requires further action.

Recommendation 2: The recommendation is to more strategically target key stakeholders for distribution of key publications and for participation in research events.

Response: We agree wholeheartedly with this recommendation. CIGI has anticipated the recommendation with an emphasis this year on targeted distribution of its work to relevant international bodies and institutions, policy-makers and experts. The CIGI databases have undergone a quantum improvement over the past year, with a dedicated database officer who is working closely to build lists tailored for each specific output, to be incorporated as such in the overall CIGI database. CIGI has also subscribed to iContact, which allows us to notify our audience of each publication. In turn, this allows for the tracking of downloads of publications. We attach a list of the organizations that have downloaded our various publications. Such tracking, in turn, will allow CIGI to better “know its audience,” to provided it with needed information, and to engage and inform it more fully where in our activities where mutually beneficial. This in turn will also help to address recommendation 1.

Recommendation 3: The evaluators recommend that CIGI continues the work it has begun to prioritize research areas and that it implements formal procedures for research teams to initiate and manage research in these areas.

Response: CIGI’s strategic committee had, in fact, addressed the need for more focus at a retreat held in October 2007. In response, new thematic working groups have been introduced in 2008 that will allow more focused work and prioritization of projects, and management efficiencies, in six distinct areas of international governance.

Each group is comprised of CIGI fellows with expertise in the area. A working group is responsible for: discussing and making recommendations to the Strategic Committee (see below) on key research questions to be addressed within their area, and for evaluating project proposals coming from within CIGI or from external partners. It also oversees the good execution of projects falling under its area, produces budgets for work in the area; ensures liaison between the projects and “support” departments such as finance, events and publications, and oversees a discretionary budget covering “watching brief” type of activities

in the thematic area, such as workshops, travel to conferences, occasional working papers, and so on. The overall functioning of these working groups is the responsibility of the Director of Research.

Processes are now being put in place by the various “support functions” to ensure more direct coordination with the working groups – for example, direct information from the working groups to the finance department and vice-versa to ensure that project expenditures are disbursed in a timely fashion but within an agreed-upon project budgetary framework consistent with the overall budget of the organization. We expect these processes to be fully operational ahead of the May 2009 budget exercise.

Recommendation 4: Create an ongoing monitoring and re-design strategy to respond to the changing needs of IGLOO Network users

Response: With respect to IGLOO, CIGI envisages the creation of an IGLOO Advisory Board comprised of both technology and content stakeholders, which should go a significant way toward addressing the evaluators’ recommendation to create an ongoing monitoring and implementation design strategy to address the needs and concerns of IGLOO network users. This concept will be presented and discussed at a November, 2008 symposium (agenda attached). Following the symposium, the specific composition, role responsibilities of such an advisory board will be determined. The idea is to engage partners more fully in the development and future direction of IGLOO, with the ultimate goal being the creation of a “network of networks”, in which technology is used as a tool to advance understanding of governance issues on a global scale. A comprehensive draft IGLOO strategic plan to that effect has already been drafted for internal circulation, but will be revised and circulated to stakeholders following the holding of the symposium. A decision of how to integrate this plan with the overall CIGI plan going forward, strategically, operationally and financially, will be made by the end of the current CIGI fiscal year (July 2009).

Recommendation 5:

The evaluators recommend that CIGI develop a results-based management, operation and evaluation plan as soon as possible.

Response: CIGI management agrees that, given the size that the organization has reached, an explicit approach linking strategy, processes and human and other resources, which includes: ongoing reporting on the performance of the organization; periodic evaluations of that performance; and making appropriate changes in light of these evaluations, would be a highly valuable tool for management and indeed all CIGI personnel. This tool would ensure greater focus for our now highly complex organization and would help clarify benchmarks for even greater successes in years ahead. It would also assist stakeholders in better understanding CIGI, leading to more fruitful interactions with existing or potential partners.

So far, the key step taken in this direction has been the development of a CIGI “logic model”, which has been included in this evaluation and which describes CIGI inputs and chain of activities leading to strategic outcomes, and a set of indicators to help monitor success in these activities and in attaining strategic outcomes. However, there is a need to better refine these indicators, to ensure that they are truly needed and can be collected and assessed on a regular basis. This will require additional work, both internally, and with experts and key financial stakeholders. CIGI will strive to put these indicators and this system in place by the end of the current fiscal year (July 2009).

#### Recommendation 6

The evaluators recommend that CIGI undertake a review of the level of staffing required and of the procedures used to facilitate human resources, financial and other administrative decisions, in order to provide the administrative support that is necessary and appropriate for the activities of the organization.

Response: CIGI acknowledges that the challenges of adequately supporting the organization can only grow with its size and complexity. We acknowledge that thin middle management and centralized decision-making, adequate in the early days of the organization, may have created both bottlenecks and a less-than-efficient use of available talent that became evident as the organization grew by leaps and bounds leading up to our fiscal 2007-2008 year.

In recognition of these current and potential difficulties, we began to take remedial actions in 2008, and these are ongoing. A part-time CA was hired to bolster the finance and budget function, while the Director of Finance was also named Director of Administration and given added responsibility for streamlining a number of activities related to the ever-increasing and complex contracts and memorandums of understanding (MOU's) to which CIGI is party. Thus, for example, templates have been created for MOU's with fellows, and processes put in place for orderly renewal of these MOU's when they expire. Similarly, a calendar of CIGI reporting obligations under various agreements is being created, to ensure deadlines are being met. Signing authorizations have also been streamlined to ensure appropriately expeditious payments, and we are also streamlining expense approval. Many other such initiatives are underway and will be rolling out in the current and next fiscal year.

In turn, a new HR manager now reports to the Director of Finance and Administration. The HR manager has been given the task of, among others, evaluating and reporting to CIGI on an ongoing basis on staffing needs and on the competitiveness of the organization in attracting the talent it needs going forward. The new HR manager will also evaluate the current CIGI performance review process to ensure that it is consistent with and contributes to the overall CIGI objectives.

The hiring last year of Dr. Jennifer Jeffs, who has previous experience in managing a think tank and has taken responsibility for the partnership, events and communications activities also constitutes a concrete move toward the decentralization of responsibilities and enhanced professionalism of the organization, consistent with its growth and ambitious objectives. A seasoned Senior Director of Communications was also hired recently, with the mandate to improve the quality and relevance of our publications program (including the CIGI web site, which will be completely revamped by February 2009), to improve the distribution of CIGI output, and to reduce costs per unit of production. We expect to be able to measure very concrete results from these efforts in the fiscal year 2009-2010.

In addition, before reaching either the IBG or the Operational Board, major issues are now typically first filtered internally through a CIGI Strategic Committee, which meets monthly and is comprised of CIGI's Executive Team and Distinguished Fellows. The CIGI Executive Team will also consult with the Strategic Committee on the overall direction of research and related programs, such as the fellowship program or the publications program

In general, we are pleased with the results of this evaluation as it is supportive of an assessment of CIGI as a successful and relevant and effective organization, particularly in light of its youth. We take to heart in the evaluators' recommendations that improvements are possible and needed in all of these areas to ensure a continued strengthening of performance. The evaluation will be extremely helpful to CIGI in fulfilling its mandate and expectations, and we look forward to addressing the important suggestions for improvement that it contains.

John English,  
Daniel Schwanen

**APPENDIX: II**  
**Centre for International Governance Innovation**  
**2006/2007 Conference Participant**  
**Online Survey**

**PART ONE: Frequency Response Analysis**

Data from responses to this survey has been analyzed using Statistical Analysis software called SPSS. The total number of responses, the responses per type of response, the valid response percentages as well as the average response has been provided for each quantitative question in this survey.

In the tables below, valid response refers to the number of individuals who responded to the question and missing values indicates no response. The percentages indicated are from those who responded to the questions. This is not a random sample of respondents, rather the responses from people willing to take the time to complete the questionnaire. If respondents were randomly selected, we would need approximately 169 completed surveys to be representative at the 95% confidence level, 5% confidence interval level, generally used. Despite this issue, a 36% response rate to a questionnaire of this type is very good and the opinions gained provide useful insights.

**Q1. Please rate the degree to which you are familiar with following CIGI activities using a scale of 1-5.**

Participants were asked to rate the degree to which they were familiar with a variety of CIGI activities using a scale of 1 – 5 where 1 = not at all familiar and 5 = very familiar. Table 1 illustrates that 51% of respondents were *unfamiliar* with the CIGI capacity building initiative. In this case, we have combined the totals from the responses to codes 1 and 2 – very unfamiliar and unfamiliar, respectively - to gain this percentage. In other cases, we have combined the total responses for codes 4 and 5 – familiar and very familiar, respectively.

**Table 1: Familiarity with Capacity Building**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	30	28.0	29.1	29.1
	2	23	21.5	22.3	51.5
	3	17	15.9	16.5	68.0
	4	17	15.9	16.5	84.5
	5	16	15.0	15.5	100.0
	Total	103	96.3	100.0	
Missing	0	4	3.7		
Total		107	100.0		Mean: 2.67

Table 2 shows that 43% of respondents were *familiar* with the IGLOO platform.

**Table 2: Familiarity with IGLOO Platform**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	11.2	11.3	11.3
	2	18	16.8	17.0	28.3
	3	30	28.0	28.3	56.6
	4	19	17.8	17.9	74.5
	5	27	25.2	25.5	100.0
	Total	106	99.1	100.0	
Missing	0	1	.9		
Total		107	100.0		Mean: 3.29

Table 3 shows that 42% of respondents were *unfamiliar* with the partnerships initiative.

**Table 3: Familiarity with Partnerships**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	17	15.9	16.7	16.7
	2	26	24.3	25.5	42.2
	3	26	24.3	25.5	67.6
	4	22	20.6	21.6	89.2
	5	11	10.3	10.8	100.0
	Total	102	95.3	100.0	
Missing	0	5	4.7		
Total		107	100.0		Mean: 2.84

Table 4 shows that 72% of respondents were *familiar* with CIGI special events. Of this number, 39% are *very familiar*.

**Table 4: CIGI Special Event**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	6.5	6.9	6.9
	2	6	5.6	5.9	12.7
	3	16	15.0	15.7	28.4
	4	33	30.8	32.4	60.8
	5	40	37.4	39.2	100.0
	Total	102	95.3	100.0	
Missing	0	5	4.7		
Total		107	100.0		Mean: 3.91

Table 5 shows that 85% of respondents were *familiar* with CIGI Conferences. Of this number, 56% are *very familiar* with CIGI conferences.

**Table 5: CIGI Conferences**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	2	1.9	1.9	1.9
3	14	13.1	13.1	15.0
4	31	29.0	29.0	43.9
5	60	56.1	56.1	100.0
Total	107	100.0	100.0	Mean: 4.39

Table 6 shows that 68% of participants are *familiar* with CIGI publications.

**Table 6: CIGI Publications**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	2	1.9	1.9	1.9
2	13	12.1	12.3	14.2
3	19	17.8	17.9	32.1
4	37	34.6	34.9	67.0
5	35	32.7	33.0	100.0
Total	106	99.1	100.0	
Missing 0	1	.9		
Total	107	100.0		Mean: 3.85

**Q2. Have you ever attended a CIGI event?**

Participants were asked if they have ever attended a CIGI event. Table 7 shows that 100% of respondents *have attended* a CIGI event.

**Table 7: Participants which answered “Yes” to having attended a CIGI event**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 = Yes	103	96.3	100.0	100.0
Missing	4	3.7		
Total	107	100.0		

**Q3. Please rate the importance of the topics addressed at the CIGI events you have attended using a scale of 1-5 where 1=Not at all important and 5=Very Important**

Participants were asked to rate the degree to which the topics addressed at the CIGI events they have attended were important using a scale of 1 – 5 where 1 = not at all important and 5



= very important.

Table 8 shows that 93% of participants find the topics addressed at CIGI events to be *important*. Of that number, 62% find the topics addressed at CIGI events to be *very important*.

**Table 8: Importance of CIGI Event Topics**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.9	.9	.9
	3	7	6.5	6.6	7.5
	4	32	29.9	30.2	37.7
	5	66	61.7	62.3	100.0
	Total	106	99.1	100.0	
Missing	0	1	.9		
Total		107	100.0		Mean: 4.54

**Q4. Have you ever read any of CIGI's publications?**

Participants were asked if they had ever read any of CIGI's publication. Table 9 shows that 87% of respondents *have read* CIGI publications.

**Table 9: Have read CIGI's publications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	93	86.9	86.9	86.9
	No	12	11.2	11.2	98.1
	Don't Know	2	1.9	1.9	100.0
	Total	107	100.0	100.0	

**Q5. If yes, please rate the importance of the topics addressed in the publications using a scale of 1-5 where 1=Not important and 5=Very Important**

Participants were asked to rate the importance of the topics addressed in CIGI publications using a scale of 1 – 5 where 1 = not important and 5 = very important. Table 10 shows that 85% of respondents rate the topics of CIGI publications as *important*.

**Table 10: Importance of CIGI Publications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	.9	1.1	1.1
	3	13	12.1	14.0	15.1
	4	42	39.3	45.2	60.2
	5	37	34.6	39.8	100.0
	Total	93	86.9	100.0	
Missing	0	14	13.1		
Total		107	100.0		Mean: 4.24

**Q6. Have you ever signed on to the IGLOO platform? (If no, you will skip to question 8)**

Participants were asked if they have ever signed on to the IGLOO platform. Table 11 shows that 52% of respondents *have signed on* to the IGLOO platform.

**Table 11: Have signed on to the IGLOO platform**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	56	52.3	52.3	52.3
	No	51	47.7	47.7	100.0
	Total	107	100.0	100.0	

**Q7. If yes, which of the following ways have you utilized IGLOO?**

Participants were asked to identify from a list ways in which they have utilized IGLOO. Table 12 shows that 35% of respondents have used IGLOO to retrieve documents.

**Table 12: To Retrieve Documents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	38	35.5	100.0	100.0
Missing		69	64.5		
Total		107	100.0		

Table 13 shows that 12% have used IGLOO to host a website.

**Table 13: To Host a Website**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	13	12.1	100.0	100.0
Missing		94	87.9		
Total		107	100.0		

Table 14 shows that 24% have used IGLOO to take part in an online community.

**Table 14: To take part in an online community**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	26	24.3	100.0	100.0
Missing		81	75.7		
Total		107	100.0		

Table 15 shows that 8% of respondents have used IGLOO for other reasons.

**Table 15: Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	8	7.5	100.0	100.0
Missing		99	92.5		
Total		107	100.0		

**Q8. Are there other tools for networking and online community development you use that are comparable to IGLOO?**

Participants were asked if there are other tools for networking and online community development that they use which are comparable to IGLOO. Table 16 shows that 45% of respondents *do not use* a tool for networking or online community development which is comparable to IGLOO.

**Table 16: Tools Comparable to IGLOO**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	19.6	20.0	20.0
	No	48	44.9	45.7	65.7
	Don't Know	36	33.6	34.3	100.0
	Total	105	98.1	100.0	
Missing	0	2	1.9		
Total		107	100.0		

**Q9. If there are other tools you use for online networking and community development, please describe.**

All qualitative comments were extracted and used in the analysis.

**Q10. Please rate the degree to which you agree with the following statement using a scale of 1-5 where 1= Strongly Disagree and 5=Strongly Agree. “CIGI research is addressing the most important issues.”**

Participants were asked to rate the degree to which they agree that CIGI research is addressing the most important issues. Table 17 shows that 70% of respondents *agree* that CIGI research is addressing the most important issues.

**Table 17: CIGI research is addressing the most important issues**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	3.7	4.1	4.1
	2	5	4.7	5.1	9.2
	3	20	18.7	20.4	29.6
	4	41	38.3	41.8	71.4
	5	28	26.2	28.6	100.0
	Total	98	91.6	100.0	
Missing	0	9	8.4		
Total		107	100.0		Mean: 3.86

**Q11. Please briefly describe what is unique about CIGI's research compared to other think tank organizations.**

All qualitative comments were extracted and used in the analysis.

**Q12. In which of the following ways have you or your organization used policy development documents produced by CIGI? (Please check all that apply)**

Participants were asked how they or their organization have used policy development documents produced by CIGI. Table 18 shows that 78% of respondents read CIGI documents for interest.

**Table 18: Read them for interest**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	83	77.6	100.0	100.0
Missing		24	22.4		
Total		107	100.0		

Table 19 shows that 33% of respondents have cited CIGI policy documents in their own

publications.

**Table 19: Cited them in publications**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	35	32.7	100.0	100.0
Missing		72	67.3		
Total		107	100.0		

Table 20 shows that 16% of respondents have used CIGI policy documents as central arguments for policy creation.

**Table 20: Used them as central arguments for policy creation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	17	15.9	100.0	100.0
Missing		90	84.1		
Total		107	100.0		

Table 21 shows that 8% of respondents have never used CIGI policy development documents.

**Table 21: Have never used CIGI policy development documents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	9	8.4	100.0	100.0
Missing		98	91.6		
Total		107	100.0		

Table 22 shows that 8% of respondents have used CIGI policy development documents in other ways.

**Table 22: Other**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	8	7.5	100.0	100.0
Missing		99	92.5		
Total		107	100.0		

**Q13. Which of the following successes have occurred as a result of CIGI?**

**(Please check all that apply)**

Participants were asked to indicate from a list which successes have occurred as a result of CIGI. Table 23 shows that 55% of respondents find stakeholders to be better informed as a result of CIGI.

**Table 23: Better informed stakeholders**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	59	55.1	100.0	100.0
Missing	48	44.9		
Total	107	100.0		

Table 24 shows that 44% of respondents find policy development to be influenced as a result of CIGI.

**Table 24: Policy development influenced**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	47	43.9	100.0	100.0
Missing	60	56.1		
Total	107	100.0		

Table 25 shows that 23% of respondents find governance to be influenced as a result of CIGI.

**Table 25: Governance influenced**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	25	23.4	100.0	100.0
Missing	82	76.6		
Total	107	100.0		

Table 26 shows that 26% of respondents find that organizations are influenced by CIGI in other ways.

**Table 26: Organizations influenced in other ways**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	28	26.2	100.0	100.0
Missing	79	73.8		
Total	107	100.0		

Table 27 shows that 54% of respondents find that research is carried out which would otherwise not have been as a result of CIGI.

**Table 27: Research is carried out that would not have been otherwise**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	58	54.2	100.0	100.0
Missing	49	45.8		
Total	107	100.0		

Table 28 shows that 6% of respondents find none of the above to have been successful as a result of CIGI.

**Table 28: None of the above**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6	6	5.6	100.0	100.0
Missing	101	94.4		
Total	107	100.0		

Table 29 shows that 10% of respondents find that other successes have occurred as a result of CIGI.

**Table 29: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 7	11	10.3	100.0	100.0
Missing	96	89.7		
Total	107	100.0		

**Q14. Please explain your response to the previous question**

**All qualitative comments were extracted and used in the analysis.**

**Q15. Have you or your organization been influenced by CIGI research or events?**

Participants were asked if they or their organization have been influenced by CIGI research or events. Table 30 shows that 75% of respondents *have been* influenced by CIGI research or events.

**Table 30: CIGI has influenced**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	80	74.8	80.0	80.0
	No	14	13.1	14.0	94.0
	Don't Know	6	5.6	6.0	100.0
	Total	100	93.5	100.0	
Missing	0	7	6.5		
Total		107	100.0		

**Q16. If yes, how?**

**All qualitative comments were extracted and used in the analysis.**

**Q17. Is CIGI's work helpful in their quest to become a leader in global governance issues?**

Participants were asked if CIGI's work is helpful in their quest to become a leader in global governance issues. Table 31 shows that 63% of respondents agree that CIGI's work is helpful to their quest to become a leader in global governance issues.

**Table 31: CIGI is becoming a leader in global governance issues**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	67	62.6	67.7	67.7
	No	7	6.5	7.1	74.7
	Don't Know	25	23.4	25.3	100.0
	Total	99	92.5	100.0	
Missing	0	8	7.5		
Total		107	100.0		

**Q18. Please explain.**

**All qualitative comments were extracted and used in the analysis.**

**Q19. How influential has CIGI been overall in NATIONAL policy development and governance?**



Participants were asked to rate how influential CIGI has been overall in national policy development and governance on a scale of 1 – 5 where 1 = not at all influential and 5 = very influential. Table 32 shows that 45% of respondents find CIGI to be *influential* in national policy development and governance.

**Table 32: CIGI is influential overall in national policy development and governance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.8	5.9	5.9
	2	14	13.1	27.5	33.3
	3	11	10.3	21.6	54.9
	4	19	17.8	37.3	92.2
	5	4	3.7	7.8	100.0
	Total	51	47.7	100.0	
Missing	0	56	52.3		
Total		107	100.0		Mean: 3.14

**Q20. How influential has CIGI been overall in INTERNATIONAL policy development and governance?**

Participants were asked to rate how influential CIGI has been overall in international policy development and governance on a scale of 1 – 5 where 1 = not at all influential and 5 = very influential. Table 33 shows that 40% of respondents find CIGI to be *influential* in international policy development and governance.

**Table 33: CIGI is influential overall in international policy development and governance.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.8	5.7	5.7
	2	10	9.3	18.9	24.5
	3	19	17.8	35.8	60.4
	4	19	17.8	35.8	96.2
	5	2	1.9	3.8	100.0
	Total	53	49.5	100.0	
Missing	0	54	50.5		
Total		107	100.0		Mean: 3.13

**Q21. What is most influential about CIGI? (Check all that apply)**

Participants were asked to select from a list what is most influential about CIGI. Table 34

shows that 50% of respondents find coordination and dissemination of research to be most influential about CIGI.

**Table 34: Coordination and dissemination of research**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	53	49.5	100.0	100.0
Missing	54	50.5		
Total	107	100.0		

Table 35 shows that 71% of respondents find that facilitation of discussion about international affairs to be most influential about CIGI.

**Table 35: Facilitation of discussion about international affairs**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	76	71.0	100.0	100.0
Missing	31	29.0		
Total	107	100.0		

Table 36 shows that 56% of respondents find that provision of networking opportunities to be most influential about CIGI.

**Table 36: Provision of networking opportunities**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	60	56.1	100.0	100.0
Missing	47	43.9		
Total	107	100.0		

Table 37 shows that 29% of respondents find that the profile of CIGI stakeholders is the most influential about CIGI.

**Table 37: Profile of CIGI stakeholders**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	31	29.0	100.0	100.0
Missing	76	71.0		
Total	107	100.0		

Table 38 shows that 36% of respondents find financial resources to be the most influential about CIGI.

**Table 38: Financial Resources**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	39	36.4	100.0	100.0
Missing	68	63.6		
Total	107	100.0		

Table 39 shows that 3% of respondents find that the most influential aspect of CIGI is not listed.

**Table 39: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6	3	2.8	100.0	100.0
Missing	104	97.2		
Total	107	100.0		

**Q22. How could CIGI improve? (Check all that apply)**

Participants were asked how CIGI could improve. Table 40 shows that 37% of respondents think that CIGI could demonstrate improved communication of research goals.

**Table 40: Improved communication of research goals**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	38	35.5	100.0	100.0
Missing	69	64.5		
Total	107	100.0		

Table 41 shows that 12% of respondents think that CIGI could demonstrate improved communication of other information.

**Table 41: Improved communication of other information**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 2	13	12.1	100.0	100.0
Missing	94	87.9		
Total	107	100.0		

Table 42 shows that 39% of respondents think that CIGI could improve through increased policy influence in Canada.

**Table 42: Increased policy influence in Canada**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	42	39.3	100.0	100.0
Missing	65	60.7		
Total	107	100.0		

Table 43 shows that 38% of respondents find that CIGI could improve through increased policy influence internationally.

**Table 43: Increased policy influence internationally**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 4	41	38.3	100.0	100.0
Missing	66	61.7		
Total	107	100.0		

Table 44 shows that 44% of respondents find that CIGI could improve through increased generation of research that is relevant and strategic.

**Table 44: Increased generation of research that is relevant and strategic**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 5	47	43.9	100.0	100.0
Missing	60	56.1		
Total	107	100.0		

Table 45 shows that 13% of respondents find that CIGI could improve through re-focused priorities.

**Table 45: Re-focus priorities**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 6	14	13.1	100.0	100.0
Missing	93	86.9		
Total	107	100.0		

Table 46 shows that 21% of respondents find that CIGI could improve through increased collaboration with new leading edge researchers.

**Table 46: Increased collaboration with new leading edge researchers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 7	22	20.6	100.0	100.0
Missing	85	79.4		
Total	107	100.0		

Table 47 shows that 18% of respondents find that CIGI could improve through other means.

**Table 47: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 8.0	19	17.8	100.0	100.0
Missing	88	82.2		
Total	107	100.0		

**Q23. What is your current occupation? (Check the most relevant)**

Participants were asked to identify what their current occupation is from a list. Table 48 shows that 41% of respondents are academics, 13% work in the private sector, 9% are consultants, 9% work for NGOs, 6% work for the federal government, 1% are students and 16% are “other”.

**Table 48: Occupation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Academic	44	41.1	44.9	44.9
Federal Government	6	5.6	6.1	51.0
NGO	9	8.4	9.2	60.2
Consultant	9	8.4	9.2	69.4
Private Sector	13	12.1	13.3	82.7
Student	1	.9	1.0	83.7
Other	16	15.0	16.3	100.0
Total	98	91.6	100.0	
Missing 0	9	8.4		
Total	107	100.0		Mean: 4.03

**Q24. What other organizations are you associated with?**

**All qualitative comments were extracted and used in the analysis.**

**Q25. Approximately what % of your time do you spend each of the above-mentioned organizations?**

**All qualitative comments were extracted and used in the analysis.**

**Q26. Which of the following groups of stakeholders do you represent?**

Participants were asked to indicate which group they represent to from a list of stakeholders. Table 55 shows that 44% of respondents are academics, 12% represent the private sector, 8% represent NGOs, 6% represent government, 5% represent partners, 4% represent the international board of governors. 2% represent students and 8% represent other groups.

**Table 55: Stakeholder Groups**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Int'l Board of Governors	4	3.7	4.2	4.2
	Academic	47	43.9	49.5	53.7
	Government	6	5.6	6.3	60.0
	NGO	9	8.4	9.5	69.5
	Student	2	1.9	2.1	71.6
	Partner	5	4.7	5.3	76.8
	Private Sector	13	12.1	13.7	90.5
	Other	9	8.4	9.5	100.0
	Total	95	88.8	100.0	
Missing	0	12	11.2		
Total		107	100.0		

**Q27. If you indicated that you are a partner of CIGI, what type of partner?**

Participants were asked to indicate what type of partner, if any, they are of CIGI. Table 56 shows that 3% of participants are Research & Education partners and 3% are Knowledge & Communication partners.

**Table 56: Partner type**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Research& Education	3	2.8	50.0	50.0
	Knowledge & Communication	3	2.8	50.0	100.0
	Total	6	5.6	100.0	
Missing	0	101	94.4		
Total		107	100.0		

### Q28. Gender

Participants were asked to indicate their gender. Table 57 shows that 65% of respondents are male.

**Table 57: Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	70	65.4	72.2	72.2
	Female	27	25.2	27.8	100.0
	Total	97	90.7	100.0	
Missing	0	10	9.3		
Total		107	100.0		

### Q29. What is the highest level of education that you have completed? Please check the appropriate box.

Participants were asked to identify what the highest level of education is that they have completed. Table 58 shows that 47% of respondents have completed a post-graduate degree, 26% have completed a graduate degree and 12% have completed an undergraduate degree.

**Table 58: Education level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	College Graduate	3	2.8	3.1	3.1
	Some University (no degree)	1	.9	1.0	4.1
	Undergraduate degree	12	11.2	12.2	16.3
	Some Graduate (no degree)	2	1.9	2.0	18.4
	Graduate degree	28	26.2	28.6	46.9
	Some post-Grad (no degree)	2	1.9	2.0	49.0
	Post-Graduate degree	50	46.7	51.0	100.0
	Total	98	91.6	100.0	
Missing	0	9	8.4		
Total		107	100.0		

### Q30. What is your community of residence?

Participants were asked to identify their community of residence. Table 59 shows that 37% of respondents live in Waterloo, 19% live in Toronto, 11% live in Ottawa and 34% live in other communities.

**Table 59: Community of residence**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Toronto	20	18.7	28.2	28.2
	Waterloo	40	37.4	56.3	84.5
	Ottawa	11	10.3	15.5	100.0
	Total	71	66.4	100.0	
	Other	36	33.6		
Total		107	100.0		

**Q31. What is your country of residence?**

Participants were asked to identify which is their country of residence. Table 61 shows that 75% of respondents live in Canada, 4% live in the United States and 22% live in other countries further explained in Table 62.

**Table 61: Country of residence**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Canada	80	74.8	95.2	95.2
	United States	4	3.7	4.8	100.0
	Total	84	78.5	100.0	
	Other	23	21.5		
Total		107	100.0		

**Table 62: Other countries of residence**

		Frequency	Percent	Valid Percent	Cumulative Percent
	Australia	1	.9	.9	88.8
	Brazil	1	.9	.9	89.7
	Germany	1	.9	.9	90.7
	India	1	.9	.9	91.6
	Mexico	2	1.9	1.9	93.5
	Namibia	1	.9	.9	94.4
	Russia	2	1.9	1.9	96.3
	United Kingdom	3	2.8	2.8	99.1
	Switzerland	1	.9	.9	100.0
	Total	13	100.0	100.0	
	No Country Given	10			



## PART TWO: Cross-Tabulation Analysis

### SECTION 1:

A cross-tabulation analysis was performed to determine if any statistical differences exist in responses when comparing responses by academics, federal government employees and private sector employees. There were 44 academic respondents, 6 federal government respondents, and 13 private sector respondents. Each comparison was calculated as a percent of the respondent group. For the purposes of this analysis, questions 4, 5, 6, 10, 13, 15, 19 and 20 were assessed. The findings are explained below:

#### **Question #4: Have you ever read any of CIGI's publications?**

Upon analysis, 93% of academic respondents, 77% of private sector respondents, and 67% of federal government respondents read CIGI publications.

#### **Question #5: Please rate the importance of the topics addressed in the publications using a scale of 1-5 where 1=Not important and 5=Very Important**

Upon analysis, 54% of academic respondents find CIGI publications to address *very important* topics. It was found that 100% of federal government respondents and 60% of private sector respondents rated the topics addressed in CIGI publications as *important*.

#### **Question #6. Have you ever signed on to the IGLOO platform?**

Upon analysis, 64% of academic respondents and 50% of federal government respondents have signed on to the IGLOO platform.

Only 38% of private sector respondents have ever signed on to the IGLOO platform.

#### **Question #10: Please rate the degree to which you agree with the following statement using a scale of 1-5 where 1= Strongly Disagree and 5=Strongly Agree. "CIGI research is addressing the most important issues."**

Upon analysis, 75% of academic respondents and 83% of private sector respondents *agreed* with the statement: "CIGI research is addressing the most important issues.

Only 17% of federal government respondents *agreed* with the statement. Interestingly, 67% of federal government respondents selected a neutral rating instead of agreeing or disagreeing with the statement.

#### **Question #13: Which of the following successes have occurred as a result of CIGI? (Please check all that apply)**

##### **Response: Better informed stakeholders**

Upon analysis, 61% of academic respondents selected *better informed stakeholders* as a success which has occurred as a result of CIGI. Similarly, 77% of private sector respondents selected this response.

Only 17% of federal government respondents selected this response.

**Response: Policy development influenced**

Upon analysis, 48% of academic respondents and 31% of private sector respondents selected *policy development influenced* as a success which has occurred as a result of CIGI.

Only 17% of federal government respondents selected this response.

**Response: Governance influenced**

Upon analysis, 25% of academic respondents and 23% of private sector respondents selected *governance influenced* as a success which has occurred as a result of CIGI.

None of the federal government respondents selected this response.

**Response: Organizations influenced in other ways**

Upon analysis, 27% of academic respondents and 38% of private sector respondents selected *organizations influenced in other ways* as a success which has occurred as a result of CIGI.

**Response: Research is carried out that would not have been otherwise**

Upon analysis, 73% of academic respondents selected *research carried out that would not have been otherwise* as a success which has occurred as a result of CIGI. Similarly, 46% of private sector respondents selected this response.

None of federal government respondents selected this response.

**Question #14: Please explain your response to the previous question (#13).**

Responses regarding finances:

- CIGI is the best financed think tank in Canada. This situation has allowed them to finance research that otherwise would not be able to be undertaken because of lack of funds.
- New educational initiatives benefitting local post-secondary institutions. Funding of research.

**Question #15: Have you or your organization been influenced by CIGI research or events?**

Upon analysis, 91% of academic respondents and 69% of private sector respondents answered *Yes*, that they *had been influenced* by CIGI research or events.

Only 33% of federal government respondents answered *Yes* to *having been influenced* by CIGI research or events.

**Question #16: If yes, how? (Regarding Question #15)**

Responses regarding finances:

- As a result of CIGI and the extraordinary generosity of Mr. Jim Balsillie, political science at the University of Waterloo is now the fastest growing department in the country. Our graduate program has grown 350% in three years. We are now able to attract internationally recognized scholars to the department, both as visitors and as new departmental members. CIGI was instrumental in laying the foundation for all this.

**Question #19: How influential has CIGI been overall in NATIONAL policy development and governance?**

Upon analysis, 52% of academic respondents and 40% of private sector respondents found CIGI to have been *influential* in national policy development and governance.

Of those who responded to this question, 67% of federal government respondents found CIGI to have *not been influential*.

**Question #20: How influential has CIGI been overall in INTERNATIONAL policy development and governance?**

Upon analysis, 32% of academic respondents and 50% of private sector respondents found CIGI to have been *influential* in international policy development and governance.

Of those who responded to this question, 50% of federal government respondents found CIGI to have *not been influential*.

**SECTION II:**

A cross tabulation analysis was performed to determine if any statistical differences exist in responses when comparing responses from individuals living in Waterloo, Toronto, Ottawa and “other”. There were 40 Waterloo respondents, 20 Toronto respondents, 11 Ottawa respondents, and 36 “other” respondents. Each comparison was calculated as a percent of the respondent group. For the purposes of this analysis, questions 4, 5, 6, 10, 15, 19 and 20 were assessed. The findings are explained below:

**Question #4: Have you ever read any of CIGI's publications?**

Upon analysis, 90% of Waterloo respondents, 85% of Toronto respondents, 82% of Ottawa respondents, and 85% of “other” respondents *have read* CIGI publications.

**Question #5: Please rate the importance of the topics addressed in the publications using a scale of 1-5 where 1=Not important and 5=Very Important**

Upon analysis, 86% of Waterloo respondents, 88% of Toronto respondents, 78% of Ottawa respondents, and 83% of “other” respondents rated the topics addressed in CIGI publications

as *important*.

**Question #6. Have you ever signed on to the IGLOO platform?**

Upon analysis, 60% of Waterloo respondents, 45% of Ottawa respondents, and 54% of “other” respondents have logged on to the IGLOO platform.

Only 30% of Toronto respondents have logged on to the IGLOO platform.

**Question #10: Please rate the degree to which you agree with the following statement using a scale of 1-5 where 1= Strongly Disagree and 5=Strongly Agree. “CIGI research is addressing the most important issues.”**

Upon analysis, 81% of Waterloo respondents, 63% of Toronto respondents, and 71% of “other” respondents *agreed* that CIGI research is addressing the most important issues.

Only 45% of the Ottawa respondents *agreed* with the statement.

**Question #15: Have you or your organization been influenced by CIGI research or events?**

Upon analysis, 85% of Waterloo respondents, 75% of Toronto respondents, 64% of Ottawa respondents, 76% of “other” respondents responded *Yes*, they *had been influenced* by CIGI research or events.

**Question #19: How influential has CIGI been overall in NATIONAL policy development and governance?**

Upon analysis, 64% of Waterloo respondents and 50% of “other” respondents rated CIGI as *influential* in national policy development and governance.

Only 40% of Toronto respondents and 14% of Ottawa respondents rated CIGI as *influential* in national policy development and governance.

**Question #20: How influential has CIGI been overall in INTERNATIONAL policy development and governance?**

Upon analysis, 55% of Waterloo respondents, 25% of Toronto respondents, and 36% of “other” respondents rated CIGI as *influential* in international policy development and governance.

None of the Ottawa respondents rated CIGI as *influential* in international policy development and governance.

### **PART THREE: Qualitative Response Summary**

The rate of response to the open-ended qualitative questions on the Conference survey was overall quite high. The majority of survey respondents utilized the open-ended questions to elaborate on their previous responses and provide important insights into their experiences with CIGI.

When asked to describe any online networking or community development tools they may use, respondents most frequently replied with a list of online social networking websites, including Facebook and LinkedIn, as well as work-related online networking tools which appear to be specific to their career and department of employment.

When asked to describe what is unique about CIGI's research compared to other think tank organizations, respondents consistently referred to the importance of CIGI having a Canada-centred perspective and conducting research which is relevant to the Canadian context, in their replies. Respondents also mentioned the importance of the topics covered in CIGI publications, conferences and special events.

When asked to explain which successes have occurred as a result of CIGI, respondents were quick to point out that CIGI is a unique, Canadian think-tank which fills a gap in the governance field by conducting research not being adequately assessed elsewhere. Additionally, a number of respondents mentioned that "graduate students have benefitted immensely from IGLOO, CIGI publications and conferences."

When asked if the respondent or the respondent's organization have been influenced by CIGI research or events, respondents consistently replied that they have been influenced by CIGI publications by using them in their classrooms and in their own research and publications. Additionally, respondents praised CIGI's ability to effectively inform them, their companies, and other stakeholders, on important and timely issues of concern to Canada. Further, respondents from Wilfrid Laurier University and the University of Waterloo were especially grateful for the influence CIGI has had in shaping their program designs to better serve students and meet the needs and demands of the growing policy profession within Canada and abroad.

When asked to explain how CIGI's work is helpful in their quest to become a leader in global governance issues, respondents' replies were not as consistent as in previous responses. Here we find a greater disparity between those who focused their replies on the importance of CIGI's Canadian perspective and note that "no other Canadian organization has [CIGI's] range and opportunity"; and those who are unclear on how much of an impact CIGI has made as it may be "too soon to tell," and their appeal may not be as strong internationally as it is within Canada. Nonetheless, a number of respondents noted that CIGI has "very quickly become a respected authority on a number of global governance issues." Additionally, a number of respondents mentioned that the forthcoming Balsillie School of International Affairs will continue to propel CIGI's success forward.

## APPENDIX: III

### Centre for International Governance Innovation IGLOO Network Users Online Survey

#### PART ONE: Frequency Response Analysis

This survey was conducted between February 20, 2008 and February 29, 2008. An email from John English and Jim Basillie of CIGI was sent out to 8000 IGLOO network users that included a hotlink to Surveymonkey.com where IGLOO network users were given the opportunity to fill in a 5 to 10 minute survey regarding the IGLOO network. Two reminder emails were also sent out. A total of 652 IGLOO network users responded to the survey.

Data from responses to this survey has been analyzed using statistical analysis software called SPSS. The total number of responses, the responses per type of response, the valid response percentages as well as the average response has been provided for each quantitative question in this survey.

In the tables below, valid response refers to the number of individuals who responded to the question and missing values indicates no response. The percentages indicated are from those who responded to the questions. This is not a random sample of respondents, rather the responses from people willing to take the time to complete the questionnaire. If respondents were randomly selected, we would need approximately 367 completed surveys to be representative at the 95% confidence level, 5% confidence interval level, generally used. Despite this issue, an 8% response rate to a questionnaire of this type is very good and the opinions gained provide useful insights.

#### Introductory/Background

**Q1. How have you been involved with CIGI? Please check all that apply.**

**Table 1: IGLOO Community Member**

	Frequency	Percent	Valid Percent	Cumulative Percent
	519	79.6	100.0	100.0
Missing	133	20.4		
Total	652	100.0		

Of the total respondents to the survey 80% answered that they are involved with CIGI as IGLOO community members.

**Table 2: Read CIGI Publications**

	Frequency	Percent	Valid Percent	Cumulative Percent
	174	26.7	100.0	100.0
Missing	478	73.3		
Total	652	100.0		

Of the total respondents to the survey 27% answered that they are involved with CIGI by reading CIGI publications.

**Table 3: Attend CIGI Events**

	Frequency	Percent	Valid Percent	Cumulative Percent
	134	20.6	100.0	100.0
Missing	518	79.4		
Total	652	100.0		

Of the total respondents to the survey 21% answered that they are involved with CIGI by attending CIGI events.

**Table 4: Work on Partnership Programs with CIGI**

	Frequency	Percent	Valid Percent	Cumulative Percent
	55	8.4	100.0	100.0
Missing	597	91.6		
Total	652	100.0		

Of the total respondents to the survey 8% answered they are involved with CIGI through partnership programs that they have worked on with CIGI.

**Table 5: Reference CIGI Publications in My Own Work**

	Frequency	Percent	Valid Percent	Cumulative Percent
	47	7.2	100.0	100.0
Missing	605	92.8		
Total	652	100.0		

Of the total respondents to the survey 7% answered that they are involved with CIGI through using CIGI publications as reference material for their own work.

**Table 6: Visited CIGI's Website**

	Frequency	Percent	Valid Percent	Cumulative Percent
	299	45.9	100.0	100.0
Missing	353	54.1		
Total	652	100.0		

Of the total respondents to the survey 46% answered that they are involved with CIGI by visiting the CIGI website.

**Table 7: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
	74	11.3	100.0	100.0
Missing	578	88.7		
Total	652	100.0		

Of the total respondents to the survey 11% answered that they are involved with CIGI in other ways.

**Q2. Which of the following IGLOO online communities do you participate in? (Check all that apply)**

**Table 8: CIGI.Net – CIGI's Intranet Participation**

	Frequency	Percent	Valid Percent	Cumulative Percent
	142	21.8	100.0	100.0
Missing	510	78.2		
Total	652	100.0		

Of the total respondents to the survey 22% answered that they use the IGLOO online community CIGI.Net also known as CIGI's Intranet.

**Table 9: PolicyNet Participation**

	Frequency	Percent	Valid Percent	Cumulative Percent
	98	15.0	100.0	100.0
Missing	554	85.0		
Total	652	100.0		

Of the total respondents to the survey 15% answered that they use the IGLOO online community PolicyNet.



**Table 10: Entre-Net Participation**

	Frequency	Percent	Valid Percent	Cumulative Percent
	35	5.4	100.0	100.0
Missing	617	94.6		
Total	652	100.0		

Of the total respondents to the survey 5% answered that they use the IGLOO online community Entre-Net.

**Table 11: Trudeau Foundation Participation**

	Frequency	Percent	Valid Percent	Cumulative Percent
	23	3.5	100.0	100.0
Missing	629	96.5		
Total	652	100.0		

Of the total respondents to the survey 4% answered that they use the IGLOO online community Trudeau Foundation.

**Table 12: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
	226	34.7	100.0	100.0
Missing	426	65.3		
Total	652	100.0		

Of the total respondents to the survey 35% answered that they use other online communities of IGLOO.

**Q3. Please indicate how frequently you use the IGLOO platform:**

**Table 13: IGLOO Frequency of Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
Daily	1	55	8.4	8.7
Weekly	2	115	17.6	18.3
Monthly	3	187	28.7	29.7
Yearly	4	44	6.7	7.0
Once	5	123	18.9	19.6
Other	6	105	16.1	16.7
Total		629	96.5	100.0
Unanswered	0	23	3.5	
Total		652	100.0	

Of the respondents to this question 30% use IGLOO on an average of once a month, another 18% report using IGLOO on a weekly basis and a further 20% has only used IGLOO once, while 17% have reported sporadic use.

**Q4. How long have you used IGLOO?**

**Table 14: Respondents' Use of IGLOO in Years**

		Frequency	Percent	Valid Percent	Cumulative Percent
Years	.00	77	11.8	11.8	11.8
	.08	38	5.8	5.8	17.6
	.17	52	8.0	8.0	25.6
	.25	32	4.9	4.9	30.5
	.33	30	4.6	4.6	35.1
	.42	13	2.0	2.0	37.1
	.50	63	9.7	9.7	46.8
	.58	5	.8	.8	47.5
	.67	15	2.3	2.3	49.8
	.75	8	1.2	1.2	51.1
	.83	7	1.1	1.1	52.1
	.92	2	.3	.3	52.5
	1.00	123	18.9	18.9	71.3
	1.08	1	.2	.2	71.5
	1.17	3	.5	.5	71.9
	1.25	4	.6	.6	72.5
	1.33	2	.3	.3	72.9
	1.42	1	.2	.2	73.0
	1.50	15	2.3	2.3	75.3
	1.67	4	.6	.6	75.9
	2.00	100	15.3	15.3	91.3
	2.17	4	.6	.6	91.9
	2.25	5	.8	.8	92.6
	2.42	2	.3	.3	92.9
	2.50	2	.3	.3	93.3
	2.58	1	.2	.2	93.4
	2.67	1	.2	.2	93.6
	3.00	30	4.6	4.6	98.2
	3.08	1	.2	.2	98.3
	3.17	1	.2	.2	98.5
	4.00	7	1.1	1.1	99.5
	4.83	1	.2	.2	99.7
	5.00	2	.3	.3	100.0
Total		652	100.0	100.0	Mean = 0.97

The mean average of respondents has used IGLOO for 0.97 years. Of the respondents 19% have used IGLOO for 1 year, while another 15% have used IGLOO for 2 years. The maximum has been 1% of respondents using IGLOO between 4 and 5 years, while 6% have been using IGLOO for 0.08 years or just under 1 month. Of the respondents 51% have been using IGLOO for 9 months or less.

**Q5. As a user of IGLOO how would you categorize yourself?**

**Table 15: Researcher**

	Frequency	Percent	Valid Percent	Cumulative Percent
	262	40.2	100.0	100.0
Missing	390	59.8		
Total	652	100.0		

Of the respondents to the survey 40% categorize themselves as a researcher.

**Table 16: Educator**

	Frequency	Percent	Valid Percent	Cumulative Percent
	129	19.8	100.0	100.0
Missing	523	80.2		
Total	652	100.0		

Of the respondents to the survey 20% categorize themselves as an educator.

**Table 17: Practitioner**

	Frequency	Percent	Valid Percent	Cumulative Percent
	143	21.9	100.0	100.0
Missing	509	78.1		
Total	652	100.0		

Of the respondents to the survey 22% categorize themselves as a governance practitioner.

**Table 18: Student**

	Frequency	Percent	Valid Percent	Cumulative Percent
	154	23.6	100.0	100.0
Missing	498	76.4		
Total	652	100.0		

Of the respondents to the survey 24% categorize themselves as a student.

**Table 19: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
	136	20.9	100.0	100.0
Missing	516	79.1		
Total	652	100.0		

Of the respondents to the survey 21% categorize themselves as other.

**Q6. What features of the IGLOO network do you use? Please check all that apply.**

**Table 20: IGLOO Library Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
	235	36.0	100.0	100.0
Missing	417	64.0		
Total	652	100.0		

Of the respondents to the survey 36% stated that they use the IGLOO library function on the IGLOO network.

**Table 21: Discussion Groups Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
	102	15.6	100.0	100.0
Missing	550	84.4		
Total	652	100.0		

Of the respondents to the survey 16% stated that they use the discussion group function on the IGLOO network.

**Table 22: Personal Blog Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
	61	9.4	100.0	100.0
Missing	591	90.6		
Total	652	100.0		

Of the respondents to the survey 9% stated that they use the personal blog function on the IGLOO network.

**Table 23: Online Communities Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
	291	44.6	100.0	100.0
Missing	361	55.4		
Total	652	100.0		

Of the respondents to the survey 45% stated that they use the online communities function on the IGLOO network.

**Table 24: My IGLOO Use**

	Frequency	Percent	Valid Percent	Cumulative Percent
	230	35.3	100.0	100.0
Missing	422	64.7		
Total	652	100.0		

Of the respondents to the survey 35% stated that they use My IGLOO function on the IGLOO network.

**Table 25: Other**

	Frequency	Percent	Valid Percent	Cumulative Percent
	62	9.5	100.0	100.0
Missing	590	90.5		
Total	652	100.0		

Of the respondents to the survey 10% stated that they use other functions of the IGLOO network.

## Features

**Q7. Using a scale of 1-5 where 1=never used and 5=frequently used, please rate the degree to which you use the following IGLOO features.**

**Table 26: IGLOO Library Scale of Use**

		Frequency	Percent	Valid Percent	Cumulative Percent
Never Used	1	274	42.0	47.3	47.3
	2	137	21.0	23.7	71.0
	3	95	14.6	16.4	87.4
	4	40	6.1	6.9	94.3
Frequently	5	33	5.1	5.7	100.0
	Total	579	88.8	100.0	
Unanswered	0	73	11.2		
Total		652	100.0		Mean: 2.00

Of the respondents to this question 47% reported that they never use the IGLOO library and 6% reported using the IGLOO library frequently.

**Table 27: Discussion Groups Scale of Use**

		Frequency	Percent	Valid Percent	Cumulative Percent
Never Used	1	351	53.8	64.3	64.3
	2	107	16.4	19.6	83.9
	3	56	8.6	10.3	94.1
	4	20	3.1	3.7	97.8
Frequently	5	12	1.8	2.2	100.0
	Total	546	83.7	100.0	
Unanswered	0	106	16.3		
Total		652	100.0		Mean: 1.60

Of the respondents to this question 64% reported that they never use the discussion groups and 2% report using the discussion groups frequently.

**Table 28: Personal Blog Scale of Use**

		Frequency	Percent	Valid Percent	Cumulative Percent
Never Used	1	426	65.3	79.6	79.6
	2	51	7.8	9.5	89.2
	3	27	4.1	5.0	94.2
	4	13	2.0	2.4	96.6
Frequently	5	18	2.8	3.4	100.0
	Total	535	82.1	100.0	
Unanswered	0	117	17.9		
Total		652	100.0		Mean: 1.40

Of the respondents to this question 80% reported that they never use the personal blog function and 3% report using the personal blog function frequently.

**Table 29: Online Communities Scale of Use**

		Frequency	Percent	Valid Percent	Cumulative Percent
Never Used	1	172	26.4	31.0	31.0
	2	137	21.0	24.7	55.7
	3	100	15.3	18.0	73.7
	4	71	10.9	12.8	86.5
Frequently	5	75	11.5	13.5	100.0
	Total	555	85.1	100.0	
Unanswered	0	97	14.9		
Total		652	100.0		Mean: 2.53

Of the respondents to this question 31% reported that they never use the online communities function and 14% report using the online communities frequently.

**Table 30: My IGLOO Scale of Use**

		Frequency	Percent	Valid Percent	Cumulative Percent
Never Used	1	220	33.7	40.3	40.3
	2	128	19.6	23.4	63.7
	3	79	12.1	14.5	78.2
	4	62	9.5	11.4	89.6
Frequently	5	57	8.7	10.4	100.0
	Total	546	83.7	100.0	
Answered	0	106	16.3		
Total		652	100.0		Mean: 2.28

Of the respondents to this question 40% reported that they never use My IGLOO and 10% reported using My IGLOO frequently

**Q8. What other features would you like to see on IGLOO?**

When asked what other features they would like on IGLOO, respondents most frequently replied that they would like a more user-friendly and flexible format that would include such services as a multi-lingual function, adjustable security settings, easier navigation capabilities, and an introductory email to the available features of IGLOO. Others suggested more technical features including expanded blog functions, online database capabilities, issue-based chat rooms, increased external links, RSS feeds, and wikis.

**Q9. Is there another networking platform besides IGLOO that is important to you?**

**Table 31: Other Important Networking Platforms**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	233	35.7	39.6	39.6
No	2	355	54.4	60.4	100.0
	Total	588	90.2	100.0	
Unanswered	0	64	9.8		
Total		652	100.0		

Of the respondents to this question 60% answered that they do not have another networking platform besides IGLOO that is important to them.

**Alternative Networking Platforms**

**Q10. If there is another networking platform, besides IGLOO, that is important to you, please provide the name.**

Of the respondents to this question, 10% cited Facebook as another networking platform, besides IGLOO, that is important to them, 4% cited LinkedIn, 2% cited TakingItGlobal, and 1% cited MySpace. Others cited work-related online networking tools which appear to be specific to their career and department of employment.



**Q11. Please rate the IGLOO network in comparison to the networking platform named above, using a rating scale of 1-5 where 1=Poor and 5=Superior.**

**Table 32: Network Platform Comparison Rating Scale**

		Frequency	Percent	Valid Percent	Cumulative Percent
Poor	1	19	2.9	10.7	10.7
	2	44	6.7	24.9	35.6
	3	68	10.4	38.4	74.0
	4	33	5.1	18.6	92.7
Superior	5	13	2.0	7.3	100.0
	Total	177	27.1	100.0	
Unanswered	0	475	72.9		
Total		652	100.0		Mean: 2.87

Of the respondents to this question 11% answered that the IGLOO network in comparison to other networking platforms is poor and 7% answered that it is superior.

## Networking

**Q12. In your opinion, are the following stakeholder groups utilizing the IGLOO platform?**

**Table 33: Canadian Diplomats Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	66	10.1	12.2	12.2
No	2	58	8.9	10.7	22.9
Don't Know	3	418	64.1	77.1	100.0
	Total	542	83.1	100.0	
Unanswered	0	110	16.9		
Total		652	100.0		

In their opinion, 77% of the respondents to this question don't know if Canadian Diplomats use the IGLOO platform, 12% report that Canadian Diplomats do use it, and 11% report that they do not.

**Table 34: International Diplomats Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	57	8.7	10.7	10.7
No	2	63	9.7	11.8	22.5
Don't Know	3	413	63.3	77.5	100.0
	Total	533	81.7	100.0	
Unanswered	0	119	18.3		
Total		652	100.0		

In their opinion, 78% of the respondents to this question don't know if International Diplomats use the IGLOO platform, 11% report that International Diplomats do use it, and 12% report that they do not.

**Table 35: Canadian Academics Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	260	39.9	47.6	47.6
No	2	22	3.4	4.0	51.6
Don't Know	3	264	40.5	48.4	100.0
	Total	546	83.7	100.0	
Unanswered	0	106	16.3		
Total		652	100.0		

In their opinion, 48% of the respondents to this question don't know if Canadian Academics use the IGLOO platform, 48% report that Canadian Academics do use it, and 4% report that they do not.

**Table 36: International Academics Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	209	32.1	38.5	38.5
No	2	33	5.1	6.1	44.6
Don't Know	3	301	46.2	55.4	100.0
	Total	543	83.3	100.0	
Unanswered	0	109	16.7		
Total		652	100.0		

In their opinion 55% of the respondents to this question don't know if International Academics use the IGLOO platform, 39% report that International Academics do use it, and 6% report that they do not.

**Table 37: Canadian Students Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	239	36.7	44.1	44.1
No	2	26	4.0	4.8	48.9
Don't Know	3	277	42.5	51.1	100.0
	Total	542	83.1	100.0	
Unanswered	0	110	16.9		
Total		652	100.0		

In their opinion, 51% of the respondents to this question don't know if Canadian Students use the IGLOO platform, 44% report that Canadian Students do use it, and 5% report that they do not.

**Table 38: International Students Utilization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	173	26.5	31.9	31.9
No	2	30	4.6	5.5	37.4
Don't Know	3	340	52.1	62.6	100.0
	Total	543	83.3	100.0	
Unanswered	0	109	16.7		
Total		652	100.0		

In their opinion, 63% of the respondents to this question don't know if International Students use the IGLOO platform, 32% report that International Students do use it, and 6% report that they do not.

**Q13. Who else is utilizing the IGLOO platform?**

When asked who else is utilizing the IGLOO platform, respondents provided a variety of potential users, including members from civil society, business, activists, consulting firms, development practitioners, environmentalists, researchers, the media, policy-makers, and NGOs.

**Q14. Did you personally develop any new partnerships or networks as a result of the IGLOO platform in the past year?**

**Table 39: New Partnerships/Networks Developed from IGLOO Platform**

		Frequency	Percent	Valid Percent	Cumulative Percent
Yes	1	75	11.5	13.1	13.1
No	2	457	70.1	79.6	92.7
Don't Know	3	42	6.4	7.3	100.0
	Total	574	88.0	100.0	
Unanswered	0	78	12.0		
Total		652	100.0		

Of the respondents to this question 7% don't know if they have personally developed any new partnerships or networks as a result of the IGLOO platform in the past year, 13% stated that they did, and 80% stated that they did not.

**Q15. If you created new partnerships or networks as a result of IGLOO, approximately how many?**

**Table 40: Number of New Partnerships/Networks Developed from IGLOO Platform**

		Frequency	Percent	Valid Percent	Cumulative Percent
	0	1	.2	1.6	1.6
	1	20	3.1	32.3	33.9
	2	18	2.8	29.0	62.9
	3	6	.9	9.7	72.6
	4	5	.8	8.1	80.6
	5	4	.6	6.5	87.1
	8	2	.3	3.2	90.3
	10	2	.3	3.2	93.5
	15	1	.2	1.6	95.2
	20	2	.3	3.2	98.4
	100	1	.2	1.6	100.0
	Total	62	9.5	100.0	
Missing	System	590	90.5		
Total		652	100.0		Mean: 4.92

Of the respondents to this question 61% reported that they have developed between one and two new partnerships or networks from the IGLOO Platform.

## Respondent Profile

**Q16. Please indicate which of the following sectors describes your main source of employment.**

**Table 41: Respondents' Main Source of Employment**

		Frequency	Percent	Valid Percent	Cumulative Percent
University Staff/Faculty	1	124	19.0	21.9	21.9
Student	2	89	13.7	15.7	37.6
Prov./State Government	3	15	2.3	2.6	40.2
National Government	4	37	5.7	6.5	46.7
Research Center	5	47	7.2	8.3	55.0
NGO	6	112	17.2	19.8	74.8
Private	7	77	11.8	13.6	88.4
Other	8	66	10.1	11.6	100.0
	Total	567	87.0	100.0	
Unanswered	0	85	13.0		
Total		652	100.0		

Of the respondents to this question 22% describe their main source of employment as university staff or faculty, 20% describe their main source of employment as NGO and 16% describe it as student.

## Q17. Gender

**Table 42: Respondents' Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Male	1	338	51.8	59.6	59.6
Female	2	226	34.7	39.9	99.5
Other	3	3	.5	.5	100.0
	Total	567	87.0	100.0	
Unanswered	0	85	13.0		
Total		652	100.0		

Of the respondents to this question 60% are male and 40% are female.

**Q18. What is the highest level of education that you have completed? Please check the appropriate box.**

**Table 43: Respondents' Highest Level of Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Less than Grade 9	1	0	.0	.0	.0
High School (no diploma)	2	5	.8	.9	.9
High School Graduate	3	12	1.8	2.1	3.0
College (no Certificate or Diploma)	4	8	1.2	1.4	4.4
College Graduate	5	16	2.5	2.8	7.2
Trade Certificate/Diploma	6	4	.6	.7	8.0
University (no Degree)	7	42	6.4	7.4	15.4
University with Undergrad Degree	8	117	17.9	20.7	36.0
Graduate School (no Degree)	9	34	5.2	6.0	42.0
Graduate School with Masters Degree	10	163	25.0	28.8	70.8
Post-Graduate (no Degree)	11	27	4.1	4.8	75.6
Post-Graduate with Degree	12	138	21.2	24.4	100.0
Total		566	86.8	100.0	
Unanswered	0	86	13.2		
Total		652	100.0		

Of the respondents to this question 30% have a Masters degree, 24% have a PhD, 21% have an undergraduate degree and 8% have less than any university education.

**Q19. What town/city do you live in?**

**Table 44: Respondents' Main Town or City of Residence**

		Frequency	Percent	Valid Percent	Cumulative Percent
Toronto	1	63	9.7	11.3	11.3
Waterloo	2	103	15.8	18.4	29.7
Ottawa	3	69	10.6	12.3	42.0
Other	4	324	49.7	58.0	100.0
Total		559	85.7	100.0	
Unanswered	0	93	14.3		
Total		652	100.0		

Of the respondents to this question, 18% reside in Waterloo, 12% reside in Ottawa, 11% reside in Toronto, and 58% reside elsewhere. Of those that reside elsewhere 4% reside in Kitchener, 2% in Montreal, and 1% each live in Guelph, Hamilton, Vancouver, Victoria, Beijing and London, UK.

**Q20. What is your country of residence?**

**Table 45: Respondents' Country of Residence**

		Frequency	Percent	Valid Percent	Cumulative Percent
Canada	1	389	59.7	68.7	68.7
USA	2	66	10.1	11.7	80.4
Other	3	111	17.0	19.6	100.0
	Total	566	86.8	100.0	
Unanswered	0	86	13.2		
Total		652	100.0		

Of the respondents to this question 69% reside in Canada, 12% reside in the USA, and 20% reside elsewhere. Of those that reside elsewhere 3% reside in China and 2% reside in the UK.

**PART TWO: Cross-Tabulation Analysis**

A cross-tabulation analysis was performed to determine if any statistical differences exist in responses when comparing responses by those with a university undergraduate degree, a Masters degree, and a PhD. There were 117 respondents with a university undergraduate degree, 163 with a Masters degree, and 138 with a PhD. Each comparison was calculated as a percent of the respondent group. For the purposes of this analysis, questions 1, 2, 6, 7, 14, and 16 were assessed. The findings are explained below:

**Question #1: How have you been involved with CIGI? Please check all that apply.**

**Response: IGLOO Community Member**

Upon analysis, 85% of respondents with a university undergraduate degree, 77% with a Masters degree, and 75% with a PhD have been involved with CIGI as an IGLOO Community Member.

**Response: Read CIGI Publications**

Upon analysis, 30% of respondents with a university undergraduate degree, 26% with a Masters degree, and 29% with a PhD have been involved with CIGI by reading CIGI publications.

**Response: Attend CIGI Events**

Upon analysis, 25% of respondents with a university undergraduate degree, 18% with a Masters degree, and 23% with a PhD have been involved with CIGI by attending CIGI events.

**Response: Work on Partnership Programs with CIGI**

Upon analysis, 8% of respondents with a university undergraduate degree, 5% with a Masters degree, and 16% with a PhD have been involved with CIGI by working on partnership programs with CIGI.

**Response: Reference CIGI Publications in My Own Work**

Upon analysis, 4% of respondents with a university undergraduate degree, 5% with a Masters degree, and 13% with a PhD have been involved with CIGI by referencing CIGI publications on their own work.

**Response: Visited CIGI's Website**

Upon analysis, 49% of respondents with a university undergraduate degree, 48% with a Masters degree, and 48% with a PhD have been involved with CIGI by visiting CIGI's website.

**Question #2: Which of the following IGLOO online communities do you participate in? (Check all that apply)**

**Response: CIGINet – CIGI's Intranet**

Upon analysis, 19% of respondents with a university undergraduate degree, 21% with a Masters degree, and 23% with a PhD participate in CIGINet.

**Response: PolicyNet**

Upon analysis, 19% of respondents with a university undergraduate degree, 14% with a Masters degree, and 17% with a PhD participate in PolicyNet.

**Response: Entre-Net**

Upon analysis, 9% of respondents with a university undergraduate degree, 5% with a Masters degree, and 6% with a PhD participate in Entre-Net.



**Response: Trudeau Foundation**

Upon analysis, 3% of respondents with a university undergraduate degree, 3% with a Masters degree, and 3% with a PhD participate in the Trudeau Foundation.

**Question #6: What features of the IGLOO network do you use? Please check all that apply.**

**Response: IGLOO Library**

Upon analysis, 34% of respondents with a university undergraduate degree, 45% with a Masters degree, and 38% with a PhD use the IGLOO library.

**Response: Discussion Groups**

Upon analysis, 15% of respondents with a university undergraduate degree, 15% with a Masters degree, and 17% with a PhD use the discussion groups.

**Response: Personal Blog**

Upon analysis, 13% of respondents with a university undergraduate degree, 6% with a Masters degree, and 7% with a PhD use the personal blog.

**Response: Online Communities Use**

Upon analysis, 53% of respondents with a university undergraduate degree, 45% with a Masters degree, and 46% with a PhD use the online communities.

**Response: My IGLOO**

Upon analysis, 42% of respondents with a university undergraduate degree, 33% with a Masters degree, and 28% with a PhD use the online communities.

**Question #7: Using a scale of 1-5 where 1=never used and 5=frequently used, please rate the degree to which you use the following IGLOO features.**

**Response: IGLOO Library**

Upon analysis, 49% of respondents with a university undergraduate degree, 42% with a

Masters degree, and 49% with a PhD never use the IGLOO library.

**Response: Discussion Groups**

Upon analysis, 62% of respondents with a university undergraduate degree, 62% with a Masters degree, and 62% with a PhD never use the discussion groups.

**Response: Personal Blog**

Using analysis, 68% of respondents with a university undergraduate degree, 77% with a Masters degree, and 73% with a PhD never use the personal blog.

**Response: Online Communities**

Using analysis, 28% of respondents with a university undergraduate degree, 22% with a Masters degree, and 22% with a PhD almost never use the online communities. It should also be noted that 34% of respondents with a Masters degree, and 33% with a PhD never use the online communities.

**Response: My IGLOO**

Using analysis, 40% of respondents with a university undergraduate degree, 40% with a Masters degree, and 44% with a PhD never use My IGLOO.

**Question #14: Did you personally develop any new partnerships or networks as a result of the IGLOO platform in the past year?**

Using analysis, 78% of respondents with a university undergraduate degree, 81% with a Masters degree, and 82% with a PhD did not personally develop any new partnerships or networks as a result of the IGLOO platform in the past year.

**Question #16: Please indicate which of the following sectors describes your main source of employment.**

Using analysis, 27% of respondents with a university undergraduate degree describe their main source of employment as within the NGO sector, and another 20% are in the private sector.

Using analysis, 25% of respondents with a Masters degree describe their main source of employment as within the NGO sector, another 14% in the private sector, and 12% in the research sector.

Using analysis, 58% of respondents with a PhD describe their main source of employment as

university staff or faculty, 9% within the NGO sector, and 8% in the research sector.

### **PART THREE: Qualitative Response Summary**

The rate of response to the open-ended qualitative questions on the IGLOO survey was overall quite high. The majority of survey respondents utilized the open-ended questions to elaborate on their previous responses and provide important insights into potential areas of growth for IGLOO.

When asked what other features they would like on IGLOO, respondents most frequently replied that they would like a more user-friendly and flexible format that would include such services as a multi-lingual function, adjustable security settings, easier navigation capabilities, and an introductory email to the available features of IGLOO. Others suggested more technical features including expanded blog functions, online database capabilities, issue-based chat rooms, increased external links, RSS feeds, and wikis.

When asked to describe any online networking or community development tools they may use, respondents most frequently replied with a list of online social networking websites, including Facebook, LinkedIn and TakingItGlobal, as well as work-related online networking tools which appear to be specific to their career and department of employment.

When asked who else is utilizing the IGLOO platform, respondents provided a variety of potential users, including members from civil society, business, activists, consulting firms, development practitioners, environmentalists, researchers, the media, policy-makers, and NGOs.

## APPENDIX: IV

### Centre for International Governance Innovation Publications List

#### A. BOOKS:

Andrew F. Cooper, John English, and Ramesh Thakur, eds., *Enhancing Global Governance: Towards a New Diplomacy?* United Nations University Press (September 2002)

Andrew F. Cooper, *Tests of Global Governance: Canadian Diplomacy and United Nations World Conferences*, United Nations University Press (September 2004)

Ramesh Thakur, Andrew F. Cooper, and John English, eds., *International Commissions and the Power of Ideas*, United Nations University Press (May 2005)

Paul Heinbecker and Patricia Goff, eds., *Irrelevant or Indispensable? The United Nations in the 21<sup>st</sup> Century*, CIGI/Wilfrid Laurier University Press (June 2005)

John English, Ramesh Thakur and Andrew F. Cooper, *Reforming from the Top: A Leaders' 20 Summit*, United Nations University Press (September 2005)

Andrew F. Cooper and Dana Rowlands, eds., *Canada Among Nations 2005: Split Images*, McGill-Queen's University Press (November 2005)

Yasmine Shamsie and Andrew S. Thompson, eds., *Haiti: Hope for a Fragile State*, CIGI/Wilfrid Laurier University Press (May 2006)

Andrew F. Cooper and Thomas Legler, *Intervention Without Intervening? The OAS Defense and Promotion of Democracy in the Americas*, Palgrave Macmillan (July 2006)

Andrew F. Cooper and Dana Rowlands, eds., *Canada Among Nations 2006: Minorities and Priorities*, McGill-Queen's University Press (November 2006)

Chiyuki Aoi, Cedric de Coning, and Ramesh Thakur, eds., *Unintended Consequences of Peacekeeping Operations*, United Nations University Press (May 2007)

Ramesh Thakur, *War in Our Time: Reflections on Iraq, Terrorism and Weapons of Mass Destruction*, United Nations University Press (May 2007)

Andrew F. Cooper, John J. Kirton, and Ted Shrecker, eds., *Governing Global Health: Challenge, Response, Innovation*, Ashgate (May 2007)

Paul Heinbecker and Bessma Momani, eds., *Canada and the Middle East: In Theory and Practice*, CIGI/Wilfrid Laurier University Press (October 2007)

Jennifer Welsh and Ngaire Woods, eds., *Exporting Good Governance: Temptations and Challenges in Canada's Aid Program*, CIGI/Wilfrid Laurier University Press (October 2007)

Andrew F. Cooper, *Celebrity Diplomacy*, Paradigm Publishers (October 2007)

Andrew F. Cooper, Christopher W. Hughes, and Philippe De Lombaerde, eds., *Regionalisation and Global Governance: The Taming of Globalisation?* Routledge (December 2007)

James W. St.G. Walker and Andrew S. Thompson, eds., *Critical Mass: The Emergence of Global Civil Society*, CIGI/Wilfrid Laurier University Press (February 2008)

Alan S. Alexandroff, *Can the World Be Governed? Possibilities for Effective Multilateralism*, CIGI/Wilfrid Laurier University Press (March 2008)

Jean Daudelin and Daniel Schwanen, eds., *Canada Among Nations 2007 What Room for Manoeuvre?* (March 2008)

## **B. WORKING PAPERS**

No. 1 Andrew F. Cooper, "Stretching the Model of 'Coalitions of the Willing'" (October 2005)

No. 2 John Whalley, "China in the World Trading System" (October 2005)

No. 3 Agata Antkiewicz and John Whalley, "BRICSAM and the Non-WTO" (October 2005)

No. 4 Andrew F. Cooper, "Adding 3Ns to the 3Ds: Lessons from the 1996 Zaire Mission for Humanitarian Interventions" (December 2005)

No. 5 Daniel Drache, "Trade, Development and the Doha Round: A Sure Bet or a Train Wreck?" (March 2006)

No. 6 Jennifer Clapp, "Developing Countries and the WTO Agriculture Negotiations" (March 2006)

- No. 7 Ramesh Thakur, “Fast Forward to the Past? The Line in the Sand from Iraq to Iran” (August 2006)
- No. 8 John Whalley, “The Asian Economic Revolution and Canadian Trade Policy” (August 2006)
- No. 9 John Whalley, “Recent Regional Agreements: Why so many, so fast, so different and where are they headed?” (September 2006)
- No.10 Annette Hester, “A Fresh Approach to US Energy Security and Alternative Fuels: The Western Hemisphere and the Ethanol Option” (October 2006)
- No.11 Jorge Heine, “On the Manner of Practising the New Diplomacy” (October 2006)
- No.12 Andrew F. Cooper, Agata Antkiewicz, and Timothy M. Shaw, “Economic Size “Economic Size Trumps ALL Else? Lessons from BRICSAM” (December 2006)
- No.13 Stephen Y.L. Cheung and Hasung Jang, “Scorecard on Corporate Governance in East Asia” (December 2006)
- No.14 Nicola Phillips, “Consequences of an Emerging China: Is Development Space Disappearing for Latin America and the Caribbean?” (January 2007)
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