



ANNUAL REPORT 2014



CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION

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CIGI's project on Arctic governance explores maritime transportation (above, the Arctic Lady comes to port in the Netherlands), as well as economic development and cultural preservation, amid the competing interests of nations around the polar region. The project includes engagement with diverse groups including policy makers, Aboriginal peoples and the private sector.



Wind turbines (above, in Pedagoggi, Italy) are just one alternative source of energy that could help reduce carbon emissions. All three of CIGI's research programs — in economic, security and legal streams — are working on policy innovation related to climate change.



CIGI's Global Security & Politics program looks at ways to build trust among nations in the Asia-Pacific region. Above, a North Korean soldier stands guard in the Demilitarized Zone at Panmunjom, on the border with South Korea.



CIGI's Global Economy Program reviews the governance of institutions such as the International Monetary Fund, led by Managing Director Christine Lagarde (above, addressing the Fund's October 2013 annual general meeting).

About CIGI

The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank on international governance. Led by experienced practitioners and distinguished academics, CIGI supports research, forms networks, advances policy debate and generates ideas for multilateral governance improvements. Conducting an active agenda of research, events and publications, CIGI's interdisciplinary work includes collaboration with policy, business and academic communities around the world. CIGI was founded in 2001 by Jim Balsillie, then co-CEO of Research In Motion (BlackBerry), and collaborates with and gratefully acknowledges support from a number of strategic partners, in particular the Government of Canada and the Government of Ontario. For more information, please visit www.cigionline.org.

Vision

CIGI strives to be the world's leading think tank on international governance, with recognized impact on significant global problems.

Mission

CIGI will build bridges from knowledge to power, by conducting world-leading research and analysis, and influencing policy makers to innovate.

Beliefs

CIGI believes that better international governance can improve the lives of people everywhere by increasing prosperity, ensuring global sustainability, addressing inequality and safeguarding human rights and promoting a more secure world.



CIGI President Rohinton P. Medhora speaks at the Asia-Global Dialogue, at the Fung Global Institute in Hong Kong in December 2013.



CIGI experts attended the G20 Leaders' Summit in St. Petersburg in 2013, offering interviews and commentary to many of the 1,400 media personnel at the G20 International Media Centre.

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CIGI Chair Jim Balsillie (left) speaks at the May 2014 inaugural meeting in Stockholm of the Global Commission on Internet Governance, chaired by Sweden's Carl Bildt (right).



CBC senior business correspondent Amanda Lang moderates a panel on currency unions, at the Human After All conference, co-hosted by CIGI, in Toronto in April 2014.



CIGI Chair and founder Jim Balsillie, shown at the CIGI Campus, highlights two new initiatives of the think tank, the Global Commission on Internet Governance and the International Law Research Program.

Chair's Message

The Board of Directors was delighted to see CIGI's research programs flourishing this past year, with several major accomplishments that stand out. CIGI launched two particularly ambitious initiatives — a commission to develop a governance model for the global digital future, and a long-term program to help shape the frameworks of international law — that are certain to yield considerable influence in the days and years ahead. The Global Commission on Internet

Governance, led by Sweden's Carl Bildt, is at the forefront of the debate about the evolving architecture of cyberspace. The central questions are: Will the Internet continue to splinter into regional fragments? Or will a common Internet thrive around the world as a platform for free expression and a powerful catalyst for innovation and prosperity? The stakes couldn't be higher — and the commission, therefore, has a great responsibility to offer a viable model for the next generation of Internet governance.

Equally important to global well-being is the evolving system of international law — the subject of an exciting new CIGI research program. Economic prosperity is directly linked to innovation — and innovation occurs more readily when intellectual property laws are clear, fair and shared. Law is also the basis for global trade, on which the increasingly integrated economies of the world depend. To this end, CIGI's new International Law Research Program, launched in November 2013, will develop deeper understanding in three areas: intellectual property law, international trade and financial law, and environmental law — all vital to Canadians as well as people around the world.

Over the past year, CIGI updated its own governance arrangements, acting on external advice. In a 2013 report to the Government of Canada, which co-funded CIGI's original endowment, two independent evaluators

recommended a merger of CIGI's Operating Board of Directors with its International Board of Governors, a research advisory body. I wish to thank all of CIGI's board members for supporting the renewal of CIGI's corporate governance, which we completed shortly after the end of the fiscal year. The new, unified board is better positioned to align the think tank's operational strategy with its research priorities.

It is CIGI's stated belief that "better international governance can improve the lives of people everywhere." The goal of improving the world through good governance may, at times, seem highly aspirational, or even idealistic; however, we have seen how inadequate economic governance can lead to a global financial crisis, and how deficient global security governance can leave unchecked the violent conflicts raging in the world's more troubled regions. Humanity's highest hopes for shared peace and prosperity may yet depend on the ability of those with sound ideas for policy innovation to build bridges to those who hold the power to decide.

On behalf of the board, I wish to thank CIGI's valued partners — including the governments of Canada and Ontario, the City of Waterloo and our many associates in the local and global communities — for their continuing support of CIGI's work.

Jim Balsillie
Chair, CIGI Board of Directors



CIGI President Rohinton P. Medhora describes the 2013-2014 year as one of significant expansion of the organization's research programs and growth in its roster of distinguished and senior fellows.

President's Message

A think tank's influence depends on the excellence of its people, the depth of its resources and the quality of its networks. In all of these respects, the past year was one of growing bounty for CIGI. CIGI welcomed Oonagh Fitzgerald as inaugural director of the new International Law Research Program. Oonagh was previously national security coordinator for the Department of Justice in Canada, and held senior legal roles at other federal departments. In her new position,

she will develop a 10-year, \$60 million research program that is co-funded by the Government of Ontario and CIGI, enabled by a donation from our chair and founder, Jim Balsillie.

It was a year of expansion for CIGI's roster of experts, as we welcomed new Distinguished Fellows Melissa Hathaway and Malcolm Knight, and Senior Fellows Karima Bawa, Barry Eichengreen, Patricia Goff, Bill Graham, John Ibbotson, Manuela Moschella, John Odell, Robert Rotberg, Myra Tawfik, Hongying Wang, David Welch, Miranda Xafa and Christopher Yoo — each contributing in their fields of expertise.

CIGI was especially pleased to collaborate with its partner since 2011, the Institute for New Economic Thinking, in co-hosting a major conference in Toronto in April, titled *Human After All*. Recurring themes — from speakers such as Larry Summers, Adair Lord Turner and John Ralston Saul, as well as Nobel Prize winners James Heckman and Joseph Stiglitz — were the social and human factors too long absent from theory and debate about economics and innovation.

In another example of collaboration, in January 2014, CIGI launched the Global Commission on Internet Governance in partnership with Chatham House in London. This two-year initiative benefits from the financial, research and in-kind support of a wide variety of organizations, governments and businesses. These include the International Development Research Centre, the Organisation for Economic Co-

operation and Development and the governments of Canada, the Netherlands and Sweden.

As this annual report explores in detail, CIGI this past year issued 114 publications and organized or sponsored scores of events on topics ranging from global trade megadeals to Arctic governance. CIGI conferences and panels were held around the world from Australia and China, to Europe and the Middle East. We became the first think tank invited to deliver a briefing (on sovereign debt resolution) to the International Monetary Fund executive board in Washington. In Ottawa, CIGI conducted its second season of the Global Policy Forum series, on pressing issues such as the European debt crisis and cyber security threats.

As the year drew to a close, we prepared to move into the new CIGI Campus building, housing the Balsillie School of International Affairs and other research centres. CIGI was especially pleased to see the architects, KPMB of Toronto, recognized in June with a Governor-General's medal for excellence.

I extend sincere thanks to CIGI's board for its continuing guidance, to CIGI's staff and fellows for their hard work and creative insights and to CIGI's expanding global network of partners and friends for engaging with us in our mission to foster innovation in international governance.

Rohinton P. Medhora
President, CIGI



Climate change drives cross-cutting research work at CIGI

Scientists point to global warming as a continuing driver of erratic weather behaviour in 2013-2014, including powerful storms worldwide (above, lightning strikes in Leon, Spain), melting of the polar ice caps (middle right, NASA-funded scientists explore Arctic melt ponds), flooding that can displace thousands of people (bottom right, severe flooding in Bosnia in May 2014) and devastating forest fires (bottom left, the 2013 Rim Fire in California, which consumed more than 1,000 square kilometres of forest). All of CIGI's research streams address this cross-cutting issue: the Global Economy program looks at innovative ways to finance climate change; the Global Security & Politics programs seeks ways to break global deadlocks including in climate-change negotiations; and the new International Law Research Program studies international environmental treaties.





David Dewitt, CIGI Vice President of Programs, addresses a June 2014 law program workshop on intellectual property law, held by CIGI at the Balsillie School of International Affairs.

Research Programs: Focus on Policy

Research is at the core of CIGI's mandate, but not research alone. CIGI is committed to pursuing research that is policy-relevant, is stimulated by regional and global challenges, and affords opportunities to promote evidence-based policy and action. The projects developed across the three principal program streams — Global Economy, Global Security & Politics and International Law — bring together outstanding scholarship with a deep knowledge of and experience

with the worlds of policy and governance. CIGI explores foundational questions about challenges for international and regional institutions, sovereign states and civil society.

Working with individual experts and institutional partners, CIGI aims to develop ideas for policy innovation in the governments, organizations, treaties and forums that constitute international governance. Often using the track 1.5 or track two approaches that bring together research experts with policy leaders, CIGI's events — complemented by its publications — are meant to stimulate creative thinking, leading to conceptual and practical policy innovation.

CIGI has developed a critical convening capacity, one that provides space for well-informed conversations among thought and action leaders. As noted in the ensuing descriptions of the three program areas, CIGI ensures that high-quality research on pressing issues of global or regional importance engages both the research and the policy communities, often drawing in other experts from both private and public sectors. As Canada's foremost think tank on international affairs and global issues, CIGI is able to engage high-level policy makers from governments and international organizations in our efforts to contribute to informed public policy. In these ways, CIGI also has emerged as an interlocutor with the Government of Canada on issues of common interest.

Since CIGI's mandate is on international governance innovation, by definition CIGI remains committed to speaking both truth to power

and knowledge to power, often challenging conventional wisdom and encouraging the consideration of alternative views, processes and policies. Projects proposed by each of the program directors and their colleagues are selected in terms of their promise to inform the expert communities of both scholarship and research, on the one hand, and policy making on the other. CIGI seeks to be a leader in provoking thoughtful engagement of significant global challenges through this mix of fundamental and applied research with knowledge of, and engagement with, the policy communities.

CIGI's programs draw from a widening concentric circle of participants starting with the senior and junior researchers and fellows in residence at CIGI. This cohort is complemented by a larger community of experts located around the world — CIGI's distinguished and senior fellows (for a complete list, see page 30). These individuals include active and retired university faculty, recently retired high-level officials from governments and from international organizations, journalists, individuals from the private sector, and occasionally serving or retired leading politicians. To enhance still further CIGI's access to expertise and decision making, strategic institutional partnerships are secured. These usually are working relationships focused on joint projects of common interest, where the explicit linking of outstanding research to policy is of mutual concern.

The pages that follow describe the principal projects being directed within each of the three program streams.

HUMAN AFTER ALL



CIGI and the Institute for New Economic Thinking held a conference, Human After All, in Toronto in April 2014 that explored social and economic effects of innovation. A panel on Finance and the Real Economy included, from left to right, former Canadian prime minister the Rt. Hon. Paul Martin, TD Bank Group President and CEO Ed Clark, University of Trento Professor Axel Leijonhufvud, Columbia University Professor Joseph Stiglitz and INET Senior Fellow Lord Adair Turner.

Global Economy Program

CIGI's Global Economy Program grew substantially in 2013-2014. With a focus on developing policy strategies and solutions to the most pressing global economic issues, the program expanded into new areas of research and garnered increasing international recognition for its work. Seven research streams were developed to include: management of severe sovereign debt crises; central banking and international financial regulation; China's role in the world economy;

governance and policies of the Bretton Woods institutions; Group of Twenty (G20); sustainability, climate change and finance; and global, plurilateral and regional trade agreements.

Domenico Lombardi, director of the program, continues to lead the global economy research agenda. Alisha Clancy joined in 2013 as the program manager. In 2014, the Global Economy Program welcomed new distinguished and senior fellows to the existing roster of CIGI experts. Malcolm D. Knight joined CIGI as a distinguished fellow in the Global Economy Program following an illustrious career in international finance. An internationally recognized scholar, Barry Eichengreen joined as a senior fellow to focus on research concerning the internationalization of the renminbi. Miranda Xafa joined as a senior fellow, focusing her research on the International Monetary Fund (IMF) and sovereign debt restructuring in Greece. Hongying Wang joined as a senior fellow; she, as well as Chinese Academy of Social Sciences (CASS) Visiting Scholar Alex He and Research Consultant Hailong Jin have focused their research at CIGI on China's role in the global economy. Patricia Goff joined as a senior fellow, to work in the area of global, plurilateral and regional trade agreements. Manuela Moschella joined as a senior fellow, to conduct research on unconventional monetary policies adopted by the European Central Bank and the US Federal Reserve. Jason Thistlethwaite became



CIGI Distinguished Fellow Paul Jenkins (left) and Global Economy Program Director Domenico Lombardi at a December 2013 workshop for the Canada Among Nations book, Crisis and Reform: Canada and the International Financial System.

a fellow with a mandate to focus on sustainability, climate change and finance.

The Global Economy Program continued to work in partnership with the Institute for New Economic Thinking (INET) on innovative economic policy through research, conferences and grants. As a result of the program's growth in research and stakeholder engagement, it entered into new partnerships with New Rules for Global Finance Coalition and the Reinventing Bretton Woods Committee.

Management of Severe Sovereign Debt Crises

Sovereign debt restructuring has gained traction in the international policy agenda. In the past year, the major drivers of CIGI's sovereign debt work stream were Senior Fellows Susan Schadler, Richard Gitlin, Brett House and Miranda Xafa. Schadler elaborated on the broader implications originating from the IMF amending its lending framework so as to give more discretion to its executive board in assembling large-scale financial packages to crisis-hit countries. In September 2013, her research recommended removing this source of discretion in the IMF lending framework, a conclusion that was formulated by the IMF staff in a paper to their executive board 10 months later.

Xafa published one of the first assessments of the Greek debt restructuring that occurred at the height of the Greek sovereign debt crisis. From her analysis, it emerges that the restructuring was hardly a disruptive event as some had improperly feared. The delay with which it occurred, however, meant that lighter options such as a simple reprofiling — a postponement of debt service payments — had to give way to nominal haircuts. Gitlin and House authored a proposal aimed at establishing a Sovereign Debt Forum (SDF): a voluntary, semi-institutionalized setting aimed at facilitating early interactions between sovereigns and creditors to address unsustainable debt. Consultations were held at leading institutions including the Brookings Institution, Bruegel, the German Marshall Fund in Paris and Brussels, the Council on Foreign Relations, the European Central Bank, the Bank of Spain, the Italian Banking Association and the Heinrich Böll Foundation in Berlin. These outreach activities culminated with a seminar to the IMF Executive Board, the active participation in a United Nations-sponsored network on debt restructuring and a joint conference that CIGI's Global Economy Program co-hosted with the Peterson Institute for International Economics (PIIE) and the Institute for International Finance (IIF) on the margins of the 2014 IMF April Spring Meetings in Washington, DC.

Central Banking and International Financial Regulation

CIGI's research stream on central banking and international financial regulation consists of four different tracks: the Financial Stability Board (FSB); central banks and macroprudential regulation; unconventional monetary policy; and central bank independence in North Africa.

An important area of interest is the role of the FSB in the post-crisis reform process. Led by Research Fellow David Kempthorne, this research cluster focuses on the relationship between the FSB and the sector-specific financial standard setters that form financial regulatory standards to address governance and regulatory gaps in the international financial system. Under this rubric, the program also focuses on unconventional monetary policy through the work of Lombardi, Moschella, Senior Fellow Pierre Siklos and Research Associate Samantha St. Amand. Central banks have been subject to intensified scrutiny since the height of the international financial crisis because they enacted a range of conventional and unconventional monetary policy measures of unprecedented scope and magnitude and are systematically important to the system as a

whole. The program's increasingly growing interaction with PIIE further enhances the impact of its work in this area.

Another research track, led by Senior Fellow Bessma Momani and St. Amand, focuses on the state of central bank independence in North Africa. Central bank independence has been widely considered to be the international best practice since its emergence around the world in the late 1980s and 1990s.



Adam Posen, President of the Peterson Institute for International Economics, visited CIGI in May 2014 for round table discussions and a public lecture on the risk he sees for increasingly bumpy cycles in the global economy.

China's Role in the Global Economy

Over the last three decades, the Peoples' Republic of China has sprung from a closed and government-controlled economy into an open economy that contributes to much of the world's output. The process of internationalizing the Chinese currency, the renminbi (RMB), is at the forefront of China's external reforms as it is leveraged by the reformist groups as a device to generate pressure on recalcitrant domestic interest groups. China's pursuit to align the use of its currency relative to its economic size has great implications for its economy and the world. In partnership with INET, Distinguished Fellows Paul Jenkins and Thomas Bernes have been investigating how RMB internationalization affects the international monetary system.

The program also pursues the broader topic of RMB internationalization from a theoretical perspective. On this front, Research Consultant Hailong Jin and Lombardi have worked on a number of projects to investigate the impact of currency internationalization on China's domestic economy and the effect on global financial stability. Preliminary research findings were presented at a high-level conference in May 2014 in Hangzhou, China, attended by the country's vice minister of finance and the central bank deputy governor.

Building on this work stream, Eichengreen with Lombardi led an interdisciplinary research project aimed at comparing the relative importance of the economic and political forces that may push the RMB from regional to full-fledged internationalization. From a political economy perspective, Visiting Scholar Alex He focuses on the domestic political forces shaping the internationalization of the RMB. As the first visiting scholar at CIGI from CASS, his research investigates the impact of political lobbies and how their interaction may affect the shaping of China's monetary policies.



CIGI Senior Fellow Susan Schadler addresses a February 2014 CIGI Global Policy Forum in Ottawa on sovereign debt bailouts and the legacy of the euro crisis.

Governance and Policies of the Bretton Woods Institutions

The governance, mandate and policies of international financial institutions are central to CIGI's mission. Accordingly, the Global Economy Program monitors relevant developments and engages with governance bodies and stakeholders at these institutions to influence the policy debate. Over the past year, the program co-hosted several high-profile events with influential institutions in Washington, DC, including the Brookings Institution, IIF and PIIIE, as well as closed-door meetings with private-sector participants in financial markets, and took part in speaking engagements at IMF-sponsored events.

The Global Economy Program published analytical commentaries assessing the IMF's key reports such as the World Economic Outlook, on a regular basis. Over the past year, publications by the program's experts have discussed the role of the IMF in: surveillance and crisis prevention; addressing climate change; advancing international economic governance; addressing international financial reform; stimulating discussions on central bank communication; encouraging external and internal rebalancing in China; and the shift of policy prescriptions in the Middle East since the Arab Spring.

G20

The Global Economy Program has developed an active stream of research and policy analysis, conferences and workshops on the G20. As part of this research stream, the program actively contributes to the Think 20, a network of G20 think tanks that CIGI contributed to establishing, as well as the Council of Councils, another network spearheaded by the Council on Foreign Relations. Program scholars attended and presented their research at various international workshops convened by their member institutions.

The program in the past year produced a wide range of research pieces previewing the agenda of the G20 Leaders' Summit held in St. Petersburg in September 2013. A CIGI team including Lombardi and

Schadler attended the St. Petersburg summit to present the program's latest research and provide real-time commentary to many of the 1,400 journalists covering the event at the International Media Centre, resulting in hundreds of CIGI media citations.

Global, Plurilateral and Regional Trade Agreements

This new research stream focuses on the emerging trend toward plurilateral and regional trade agreements and the implications they have in terms of innovation and intellectual property, as well as their broader impact on the multilateral architecture. CIGI Senior Fellow Patricia Goff has published a paper on the Comprehensive Economic Trade Agreement and the Transatlantic Trade and Investment Partnership. These agreements are similar in the sense that both involve the Europeans and a developed North American partner. Importantly, both agreements are also likely to be much more about regulatory convergence and much less about traditional trade agreement fare, such as tariff reduction. CIGI Distinguished Fellow John Whalley investigates the Trans-Pacific Partnership; the Regional Comprehensive Economic Partnership; and possible bilateral deals between China and other large world economies. The goal is to generate a better understanding of how officials from emerging economies approach and view major trade negotiations, and to explore the implications of shifting trade power dynamics on the global economy.

Sustainability, Climate Change and Finance

In this newly established research stream, the Global Economy Program explores innovative solutions on how to finance sustainable development and global public goods, such as climate change and the reduction of carbon emissions. The stream is being led by Fellow Jason Thistlethwaite and will benefit from substantial engagement with INET, the United Nations Environment Programme, the Korea Development Institute and the South African Institute of International Affairs.

Institute for New Economic Thinking

The Global Economy Program collaborated with INET on research, conferences and grants committed to broadening and accelerating the development of innovative thinking that will lead to insights and solutions for the great economic and governance challenges of the twenty-first century. In January 2014, CIGI and INET announced the recipients of the fifth round of the organizations' joint research program grants for research in the field of economics. Total funding was valued at \$206,771 provided to two researchers from Canada.

In April 2014, at the Fairmont Royal York in Toronto, Canada, CIGI and INET co-hosted Human After All: Innovation, Disruption, Society. This annual conference focused on innovation and its impact on economics and society. Speakers included CIGI Chair Jim Balsillie, Larry Summers, Koichi Hamada, Adair Lord Turner, Rodgin Cohen, Andy Haldane, Gary Gensler, Peter Thiel, John Ralston Saul and Michael Sandel, as well as Nobel Prize Laureates James Heckman and Joseph Stiglitz. In June 2014, CIGI, INET and the International Economic Association (IEA) co-hosted the 17th World Congress of the IEA in Amman, Jordan. CIGI President Rohinton Medhora led a panel on the International Financial Architecture to Support Longer Term Policies and was a panellist for a joint CIGI-International Development Research Centre panel on the future of development.

Through CIGI's partnership with INET, the Global Economy Program has supported research on the management of severe sovereign debt crises, central banking and international financial regulation, and China's role in the global economy.



The Global Commission on Internet Governance, a two-year joint initiative of CIGI and Chatham House, assembled for its inaugural meeting in Stockholm, Sweden, in May 2014. The commission aims to develop a new framework for governance of the Internet, which faces threats of fragmentation, cybercrime, hacking, intrusions on personal privacy and censorship by authoritarian regimes.

Global Security & Politics Program

Internet governance, security challenges in global flashpoints and new developments in Arctic governance were among the primary areas of research for CIGI's Global Security & Politics Program in 2013-2014. Underlying this program at CIGI is the understanding that governance in the twenty-first century involves multiple actors — international, regional, state and non-state — who all have a stake in developing new norms and approaches to the management of major new

global security challenges. Through track 1.5 and track two engagement, researchers in the Global Security & Politics Program have made important and innovative contributions to resolving complex challenges in the global political and security environment.

Internet Governance

The future structure and rules of the Internet remain a critical governance challenge with serious implications for all users of the World Wide Web. In January at the World Economic Forum in Davos, Switzerland, CIGI and Chatham House launched a major two-year initiative on Internet governance.

The Global Commission on Internet Governance (GCIG), chaired by Sweden's former Foreign Minister and Prime Minister Carl Bildt, will produce a comprehensive report and a series of accompanying in-depth research papers on the future of multi-stakeholder Internet governance. The commission's final report, to be published in early 2016, will create and advance a strategic vision for the future of Internet governance that can act as a rallying point for those who strive to maintain a free and open Internet.

The project is directed by Fen Osler Hampson, director of CIGI's Global Security & Politics Program, and Chatham House's director of international security, Patricia Lewis. CIGI Distinguished Fellow

Gordon Smith is deputy chair of the commission. The commission has 29 members drawn from various fields and countries around the world. CIGI Senior Fellow Laura DeNardis heads the commission's Research Advisory Network (RAN), a group of experts who are assisting the commission in identifying and prioritizing Internet governance and Internet policy-related issues within the commission's mandate. The commission secretariat is based at CIGI and administered by Global Security & Politics Program Manager Brenda Woods.

The GCIG held its first virtual meeting in March 2014 and its first in-person meeting in Stockholm, Sweden, in May 2014. Also in May, the commission launched its policy paper series, with its first paper, *The Regime Complex for Managing Global Cyber Activities*, authored by Joseph S. Nye Jr. The commission published its second paper, *Tipping the Scale: An Analysis of Global Swing States in the Internet Governance Debate*, by Tim Maurer and Robert Morgus in June 2014, the same month that RAN met at the Organisation for Economic Co-operation and Development (OECD) in Paris, France.

Prior to the commission's launch, CIGI's Global Security & Politics Program produced eight CIGI Papers on Internet governance issues that were published in July 2014 in a new CIGI book, *Organized Chaos: Reimagining the Internet*. Edited by CIGI Research Fellow Mark Raymond and Gordon Smith, the book addresses a range of pressing challenges,

including cyber security issues and civil society hacktivism by groups such as Anonymous, and considers the international political implications of some of the most likely Internet governance scenarios in the 2015–2020 time frame.

As part of the program's work on Internet governance, CIGI researchers Aaron Shull, Raymond, DeNardis and program director Hampson attended the Internet Governance Forum in October 2013, in Bali, Indonesia, where they participated in discussions on multistakeholder Internet governance. In December 2013, Raymond presented at the United Nations Commission on Science and Technology for Development (CSTD) in Washington, DC. In January 2014, Smith, Hampson, and DeNardis led discussions on Internet governance issues at the OECD in Paris, France. Smith also attended a meeting of the high level panel on Internet Governance organized by the Internet Corporation for Assigned Names and Numbers (ICANN) in California in February 2014.

In March, Shull was a panellist at RightsCon 2014 in California, while Raymond attended the Cyber Dialogue 2014 conference at the University of Toronto. In April 2014, Hampson and Shull attended NETmundial in São Paulo, and in June both attended ICANN 50 in London, United Kingdom. Hampson also attended the Freedom Online Coalition Conference in April 2014, in Tallinn, Estonia, while Raymond attended a United Nations CSTD session in Geneva, Switzerland, in May 2014. In June, Hampson attended the Robert Bosch Annual Forum in Berlin, Germany, while Research Fellow Eric Jardine attended the Citizen Lab Summer Institute workshop at the University of Toronto's Munk School of Global Affairs.

During the 2013-2014 year, Internet governance research conducted by CIGI's Global Security & Politics Program received external funding and support from the Government of Canada, Government of Sweden, Government of the Netherlands, the International Development Research Centre (IDRC), Maekyung Media Group, McKinsey & Company, the OECD and the Copyright Collective of Canada.



Fen Hampson, director of the Global Security & Politics Program, participates in the question-and-answer session during a CIGI Global Policy Forum event in July 2014 at the Rideau Club in Ottawa.

Arctic Governance

What does the future hold for marine transportation, economic development and cultural preservation in the Arctic? In 2013-2014, CIGI's Global Security & Politics Program paid particular attention to the governance challenges that will arise from significant climate changes in the world's northern environment. Building on the program's work from last year, CIGI Senior Fellow John Higginbotham continued to lead CIGI's research on Arctic governance. In November 2013, Higginbotham organized the Western Canadian Arctic Marine Transport and Governance Roundtable, which took place in Yellowknife, Northwest Territories. Also supported by Carleton University and the Pacific NorthWest Economic Region (PNWER) Foundation, this event featured participation from federal and regional governments, as well as private and academic sector Arctic and marine transportation experts. Discussions focused on opportunities and challenges for western Arctic maritime development, including Aboriginal interests and engagement. In May 2014, following the recommendations of the round table, Higginbotham, with Arctic and maritime resources development expert Marina Grosu, authored CIGI Policy Brief No. 40, *The Northwest Territories and Arctic Maritime Development*. The brief argues that the Northwest Territories are the most promising economic region in the Canadian Arctic, but national infrastructure investment is urgently needed to realize the full potential.

Higginbotham participated in a number of high-profile workshops, conferences and consultations. In September 2013, he attended the Arctic Exchange in Stockholm, Sweden, and an international Arctic conference in Narvik, Norway. In December, Higginbotham participated in an Arctic conference in Moscow organized by the Russian International Affairs Council and partners including the Pew Charitable Trusts and Center for Strategic and International Studies.

Enhancing Security Cooperation between Australia and Canada in the Asia-Pacific

In 2013-2014, CIGI continued its year-and-a-half long study on Enhancing Security Cooperation between Australia and Canada in the Asia-Pacific, a project organized in partnership with the Australian Strategic Policy Institute (ASPI). Led by Distinguished Fellow Len Edwards and Hampson, with research support from Research Fellow James Manicom, the project held a workshop in October 2013 in Seoul, Korea. It included support from the Asan Institute for Policy Studies and the Seoul Forum, and participation from Australian, Canadian, Chinese, Japanese and US scholars and analysts. Discussions at the workshop focused on more traditional threats to security, but also delved more deeply into non-traditional threats such as energy, food security and cyber security.

The CIGI-ASPI project's final special report on Canada and Australia cooperation in the Asia-Pacific was presented at the Conference of Defence Associations Institute's 2014 Ottawa Conference on Defence and Security and was also presented at the 2014 Australia-Canada Economic Leadership Forum in Melbourne, Australia. *Facing West, Facing North: Canada and Australia in East Asia* calls for Canada and Australia to deepen their regional security cooperation in East Asia. The report contains a road map for the two countries to strengthen regional security and boost defence industry and economic cooperation.

Confidence, Trust and Empathy in Asia-Pacific Security

In 2013-2014, CIGI launched a second major project on Asia-Pacific regional security, led by Senior Fellow David Welch and supported by Manicom and Research Associate Benoit Hardy-Chartrand. This region is home to several of the world's most dangerous flashpoints and

with that understanding, the project Confidence, Trust and Empathy in Asia-Pacific Security has been working to improve security governance through designing and demonstrating the utility of empathy-building measures. Particular emphasis has been placed on empathy's relationship to confidence and trust within the Asia-Pacific security discourse and how practical mechanisms could be used within bilateral and multilateral Asia-Pacific settings.

Between August 2013 and January 2014, Welch presented key concepts and themes of this project at conferences and keynote lectures throughout Asia, including the Shanghai Institute for International Studies in China, the Seoul Club in South Korea, and Keio University and the National Defense Academy in Japan. In addition to delivering lectures on Asia-Pacific security at the University of Saskatchewan and Renison University College, Welch participated in track 1.5 and two diplomacy with the Council for Security Cooperation in the Asia Pacific in Japan; the Pacific Energy Summit in Seoul; and an Asia-Pacific round table in Malaysia. Both Welch and Manicom participated in this form of diplomacy with the Shanghai Institutes for International Studies in China and the Canada-Japan Symposium on Peace and Security Cooperation in Ottawa.

African Regional Conflict Management

In May 2014, CIGI launched the African Regional Conflict Management (ARCM) project with the purpose of understanding African regional conflict management capacity, identifying gaps and making recommendations to bridge those divides. In collaboration with Hampson, the project is led by CIGI Senior Fellow Pamela Aall, former provost of the United States Institute of Peace's (USIP's) Academy for International Conflict Management and Peacebuilding. CIGI Distinguished Fellow Chester A. Crocker, who served as US assistant secretary of state for Africa and is the former chair of the board of the USIP, acts as senior adviser to the project. Since launching, ARCM has held consultations in Washington, DC, and with participants at the 2014 Oslo Forum in Norway. At the May 2014 consultation in Washington, DC, CIGI researchers and staff met with experts representing several local institutions with strong Africa-related programs. As a result of the discussion, the ARCM project decided to organize its work around two major issues: African capacity to respond to crises (peacekeeping and mediation), and African capacity to build resilience against conflict (justice, education, countering violent extremism and local-national connections). The experts group that met in Washington agreed to continue to act as an advisory group for the project. The second set of consultations in Oslo was led by Crocker, who consulted with experts from and on Africa, including former UN Secretary General Kofi Annan.

Constructive Powers Initiative and D10

What role do democratic and like-minded countries have in the twenty-first century? Hosted by the Institute of Foreign Affairs and National Security, the fourth Constructive Powers Initiative (CPI) workshop was held in Seoul, Korea from November 26 to 28, 2013, under the main theme of development cooperation. Led by CIGI Distinguished Fellow Paul Heinbecker and Hampson, with research support from Simon Palamar, the CPI project built on its existing work by bringing new thinking to bear on regional security challenges that have global significance. Participants in the CPI include Australia, New Zealand, Brazil, Canada, Japan, Indonesia, the Republic of Korea, Mexico, Norway, South Africa, Switzerland and Turkey. This fourth workshop in the project focused on the theme of development cooperation. The discussions at the meeting were captured in the March 2014 CIGI Conference Report, *Constructive Powers Initiative: Constructive Powers and Development Cooperation*, written by Heinbecker and Palamar. The report concludes that those individuals participating in the project can play an important role in streamlining a post-2015 global development agenda by forming



CIGI Distinguished Fellow Len Edwards speaks at a D-10 Strategy Forum in Ottawa in July 2014. The project brings together policy makers of major western democracies to advance global norms.

coalitions of like-minded groups of non-governmental organizations and governments and organizing track two talks.

Launched in 2014, the (Democratic) D-10 project is a natural complement to CIGI's CPI project. D-10 refers to a group of like-minded democratic states (Australia, Canada, the United Kingdom, the United States, Japan, the Republic of Korea, Italy, France, Germany and the European Union) committed to addressing global challenges. In partnership with the Transatlantic Academy of the German Marshall Fund of the United States, CIGI and Canada's Department of Foreign Affairs, Trade and Development hosted the project's first track 1.5 meeting in Ottawa, Canada in July 2014. The D-10 Strategy Forum brought together policy planners, senior officials and experts from the world's major Western democracies. At the meeting, three contemporary geopolitical flashpoints drove the agenda: Russia's annexation of Crimea and its support for separatists in Ukraine; China's maritime claims in the East and South China Seas; and the deepening violence and political upheaval in the Middle East. Participants at the meeting suggested that the D-10 Strategy Forum could play a useful role in terms of bridging key transatlantic and trans-Pacific powers.

Political Obstacles to Agreements on Climate Change

Senior Fellow John Odell, in collaboration with CIGI Distinguished Fellow David Runnalls, is leading a project, launched in late 2013, on international negotiation. It takes a fresh look at ways to circumvent major political obstacles to international solutions, with a focus on climate change. In November, CIGI and the University of Southern California's Dornsife School of International Relations hosted a public forum that discussed and reviewed recent developments on climate change. Participants proposed steps that could be taken by the global community to address climate change. In May 2014, Odell organized a meeting of international experts in Zurich, Switzerland, where consultations were held on the future direction of the project.



With extensive senior experience in Canada's federal government, Oonagh Fitzgerald joined CIGI in April 2014 to lead the think tank's new International Law Research Program. Above, Fitzgerald addresses the June 2014 launch of the program's Intellectual Property Law Clinic, in partnership with Communitech and a group of law firms in Waterloo.

International Law Research Program

This past year, CIGI launched a program of research into the frameworks of international law. The program's aim is to develop deeper understanding and new policy ideas in the areas of international economic law, intellectual property law and environmental law — fields vital to prosperity in Canada and worldwide. Launched on November 29, 2013, the International Law Research Program (ILRP) is a \$60 million, 10-year, integrated and multidisciplinary

international law research initiative. It aims to provide leading academics, graduate students and legal experts from Ontario and beyond with the opportunity to contribute to advancements in international law. The Government of Ontario is providing \$30 million, while a matching \$30 million comes from CIGI, enabled through a donation from CIGI Chair and founder Jim Balsillie.

The first months of the ILRP were focused on organizing internal resources, recruiting the program director and program manager, identifying and engaging the initial members of the ILRP Advisory Committee, and commencing the building of collaborative relationships with international law stakeholders in the public, private and academic sectors. During the first phase of this period, VP of Programs David Dewitt was acting director of the ILRP.

In April, 2014, CIGI appointed Oonagh Fitzgerald as inaugural director of the ILRP. Fitzgerald has extensive experience in international law as a senior executive of various departments of the federal government. Prior to joining CIGI, she was national security coordinator for the Department of Justice Canada where she ensured strategic leadership and integration of the department's policy, advisory and litigation work in relation to national security. Fitzgerald also served as the Department of National Defence and Canadian Forces legal adviser, where she led a corporate counsel team of civilian Department of Justice lawyers, military lawyers and Department of National Defence administrative professionals. Prior

to this, she was acting chief legal counsel for the Public Law Sector of the Department of Justice (2004-2005) and special adviser for international law (2003). From 2000 to 2002, she was assistant secretary to Cabinet, Legislation and House Planning, and Counsel, Privy Council Office, Canada. She has also held a number of other positions in the Department of Justice: senior general counsel and director general, Human Resources Development Canada Legal Services Unit; general counsel and director, International Law and Activities Section; senior counsel for Regulatory Reform; and legal adviser, Human Rights Law Section.

On taking up her position at CIGI, Fitzgerald launched an extensive international law stakeholder consultation process. The ILRP identified its areas of research focus and developed a work plan for the next two years that fully responds to the operational mandate, milestones and deliverables set out by the Government of Ontario.

The ILRP has three main areas of research focus.

International Economic Law

International economic law is a vast field, which for purposes of CIGI's research focus has been subdivided into three key areas. Potential avenues to explore include:

- international and transnational governance and regulation of cross-border insolvency and sovereign debt;

- multilateral harmonization of local regulations in the global value chain, including developments in private international law and adoption of the UN Guiding Principles on Business and Human Rights as developed by John Ruggie in 2011; and
- emerging issues in international trade and investment law, in particular: governance of multilateral and preferential trade agreements; and assessing use of investor state arbitration in diverse contexts, through case studies.

International Intellectual Property Law

The ILRP's study of international intellectual property (IIP) law will initially focus on four key aspects, but will evolve with the pace of innovation and related international law governance challenges:

- green, clean technology;
- adaptation of IIP law frameworks for open innovation and collaboration;
- evaluating IIP rules and the advantages and disadvantages of multilateral versus like-minded or regional IP instruments, with case studies; and
- protecting IP rights while unlocking and commercializing IP from academic research — and disseminating functional IIP knowledge to innovators.

International Environmental Law

The ILRP's research on international environmental law issues aims to advance effective use of science-based international, transnational and national law to protect the environment, reverse climate change and achieve sustainable prosperity:

- assessing the efficacy of bilateral or regional environmental agreements versus multilateral environmental agreements;
- international or transnational governance and regulation of the extractive industry and energy sector, including the concept of environmental protection as a human right as developed by the UN Office of the High Commissioner for Human Rights, John Knox; and
- assessing international, transnational and local law-based and market-based approaches to reversing climate change, through case studies.



Law students Sean Mitra and Damian Rolfe gained experience in the law program's 2014 Intellectual Property Law Clinic, working with technology start-ups in Waterloo, Canada.

Initial Appointments, Partnerships and Activities

In 2013-2014, the ILRP appointed its first three senior fellows, Karima Bawa, Myra Tawfik and Christopher Yoo, and a research fellow, Aaron Shull, to provide expertise on international intellectual property law and international Internet governance law.

In April 2014, Shull took part in the Global Network of Interdisciplinary Internet & Society Research Centers events series on multi-stakeholder Internet governance, in Sao Paulo, Brazil. These events included the Brazil-Germany Internet Governance Meeting, where he was a panellist, held in preparation to the NETmundial Global Multi-Stakeholder Meeting on the Future of Internet Governance, as well as a round table discussion on Multi-Stakeholder Internet Governance Models, Mechanisms and Issues. In May, Shull attended the first in-person meeting of the Global Commission on Internet Governance, held in Stockholm, Sweden where he presented a paper co-authored with Yoo, "Legal Mechanisms for Governing the Transition of Key Internet Domain Name Functions to the Global Multi-stakeholder Community."

The ILRP's goal is to produce the world's leading international law research on global governance, with recognized impact on how international law is brought to bear on significant global issues. The program is focused on connecting knowledge, policy and practice to build the international law framework — the globalized rule of law — to support international governance for the future. To achieve this goal, the ILRP focused at the outset on seeking partnerships across the province, country and the world, for research engagement and collaboration with institutions, faculties, departments and centres.

In the program's first year, collaborative partnerships were established with: Communitech, Waterloo's hub for commercialization of innovative technologies; and three leading intellectual property law firms, Bereskin & Parr, Phillips Lytle, and Miller Thomson; the University of Ottawa; University of Bern, Switzerland; International Insolvency Institute; and the Canadian Council of International Law. In collaborating with universities, the IRLP will seek expertise in faculties of law as well as in other departments. In June, 2014, the program launched its first project, a summer law clinic on transnational and international intellectual property. Running from June to August, the law clinic, a partnership among CIGI, Communitech, and the three law firms, provided seven students from five Ontario faculties of law with the opportunity to develop legal practical experience. It also exposed the students to an emerging practice area where new lawyers are greatly needed.

In June, the ILRP issued a call for L.L.M. and S.J.D./Ph.D. in law scholarships in the 2014-2015 academic year for graduate students intending to pursue research in the ILRP's three areas of focus. As a one-time celebration of the inauguration of the program, the ILRP will be awarding up to 30 graduate scholarships for the 2014-2015 academic year.

The ILRP held a two-day consultation workshop in June entitled Linking Knowledge, Practice and Policy, which brought together 50 key stakeholders and experts from the academic, public and private sectors to discuss cross-sector collaboration in international law research.

The ILRP also aims to incorporate international law research of indigenous issues that crosscut the three areas of primary focus, for example:

- reconciling the protection and development of traditional knowledge with international intellectual property law frameworks;
- environmental protection, benefit sharing and informed indigenous consultation and consent in respect to energy and extractive industry developments in Aboriginal territory; and
- Arctic governance to find effective international and transnational legal mechanisms to address emerging environmental, maritime, human security, economic, political and developmental issues in the North.



In its second phase, CIGI's Africa Initiative funds activities in all of the think tank's research streams. Examples include a 2014 Global Economy conference in Uganda to explore African views on sovereign debt; among those attending were Global Economy Program Director Domenico Lombardi (left), CIGI Distinguished Fellow Ezra Suruma (centre) and Uganda Debt Network Executive Director Patrick Tumwebaze (right).

Africa Initiative Enters New Phase

Launched in 2008, and supported through an anonymous \$10 million donation, the Africa Initiative was created to enhance knowledge about policy-relevant issues affecting the continent, and growing the capacity of African scholars to pursue policy-relevant research. Until 2014, the initiative largely operated independent to other program streams at CIGI. In 2014, it entered a new phase to leverage impact by integrating it with the three existing research pillars,

Global Economy, Global Security & Politics and International Law — including in research areas such as climate change, Internet governance and the Group of Twenty, each of which needs a strong Africa-focused component.

Activities in 2013-2014 focused on closing out two of the three main components representative of the first phase of the Africa Initiative: a grants program to support innovative field-based research and aimed to inform and influence African policy making; and an exchange program that supported short-term academic placements for Africa- and Canada-based scholars undertaking research on Africa. A third component, the Africa Portal, an online knowledge resource, continued to grow during this past year.

The final peer-reviewed works produced by research and exchange grantees were published during this period. This included three discussion papers and one policy brief written by research grantees, focused on energy, health and conflict with the overall aim of promoting discussion and advancing knowledge on substantive issues relevant to policy makers and opinion leaders in Africa. Three graduate research papers were selected for publication on the Africa Portal.

The Africa Portal was established to create and develop a comprehensive online platform for knowledge exchange on governance-related issues relevant to the African continent. Launched in 2010 in collaboration with the South African Institute of International Affairs (SAIIA), the Africa Portal is online knowledge resource that offers open access to a suite of

features aimed to equip users with research and information on Africa's current policy issues.

During the 2013-2014 fiscal year, the total number of research organizations that signed up to be content partners on the Portal reached 50. Forty of these partner organizations are based in Africa and represent 12 countries across the continent. CIGI and SAIIA also hosted the first content partners meeting in Johannesburg. Twenty five delegates from the invited 30 African partners attended a workshop to review the progress of the Portal and developed joint plans for its expansion. These included a commitment from the African partners to actively recruit new partners.

Other highlights included the growth in the use of the Portal to 238,643 unique visitors – including 96,238 within Africa. Toward the conclusion of the 2013-2014 year, Google changed its search-algorithm, reducing search traffic to the Africa Portal (and websites of other content aggregators). CIGI explored possible remedies, including increased direct marketing and encouraging content partners to link the Portal from their own websites to help direct traffic there.

A successful content-partner recruitment visit to Kenya resulted in five key research institutes signing a content-sharing agreement to have their research featured on the Portal; and SAIIA's visit to the Organisation for Economic Co-operation and Development (OECD) annual forum in Paris resulted in the Portal being included on the OECD intranet as a key resource for all OECD staff members on Africa policy issues.



Researchers at the Balsillie School of International Affairs engage in collaborative research with CIGI. Above, CIGI Chairs Alan Whiteside (left) and Simon Dalby (right), both of Wilfrid Laurier University, meet with graduate student Nicholas Zebryk and PhD candidate Rupinder Mangat.

CIGI's Academic Partnerships

Through collaborative research, CIGI combines two complementary strengths: the practical experience and international networks of its fellows from the world of policy making, and the scholarly methods of researchers in the academic world. CIGI itself is an independent think tank, with no affiliation to a university. However, it is a partner with two universities in a post-graduate school of international affairs in Waterloo; and it engages in collaborative research

with those two universities, as well as with academics at other institutions.

The Balsillie School of International Affairs (BSIA), at the CIGI Campus, was founded in 2007 as a three-way partnership among CIGI, Wilfrid Laurier University (WLU) and the University of Waterloo (UW). The BSIA has 60 affiliated faculty teaching in three programs: a Ph.D. in global governance, a master of arts in global governance and a master of international public policy. CIGI's role includes a representative on the management team and equal representation on the BSIA Board of Directors, which governs corporate and non-academic matters such as research and outreach. Additionally, CIGI funds scholarships of \$15,000 each for select BSIA graduate students.

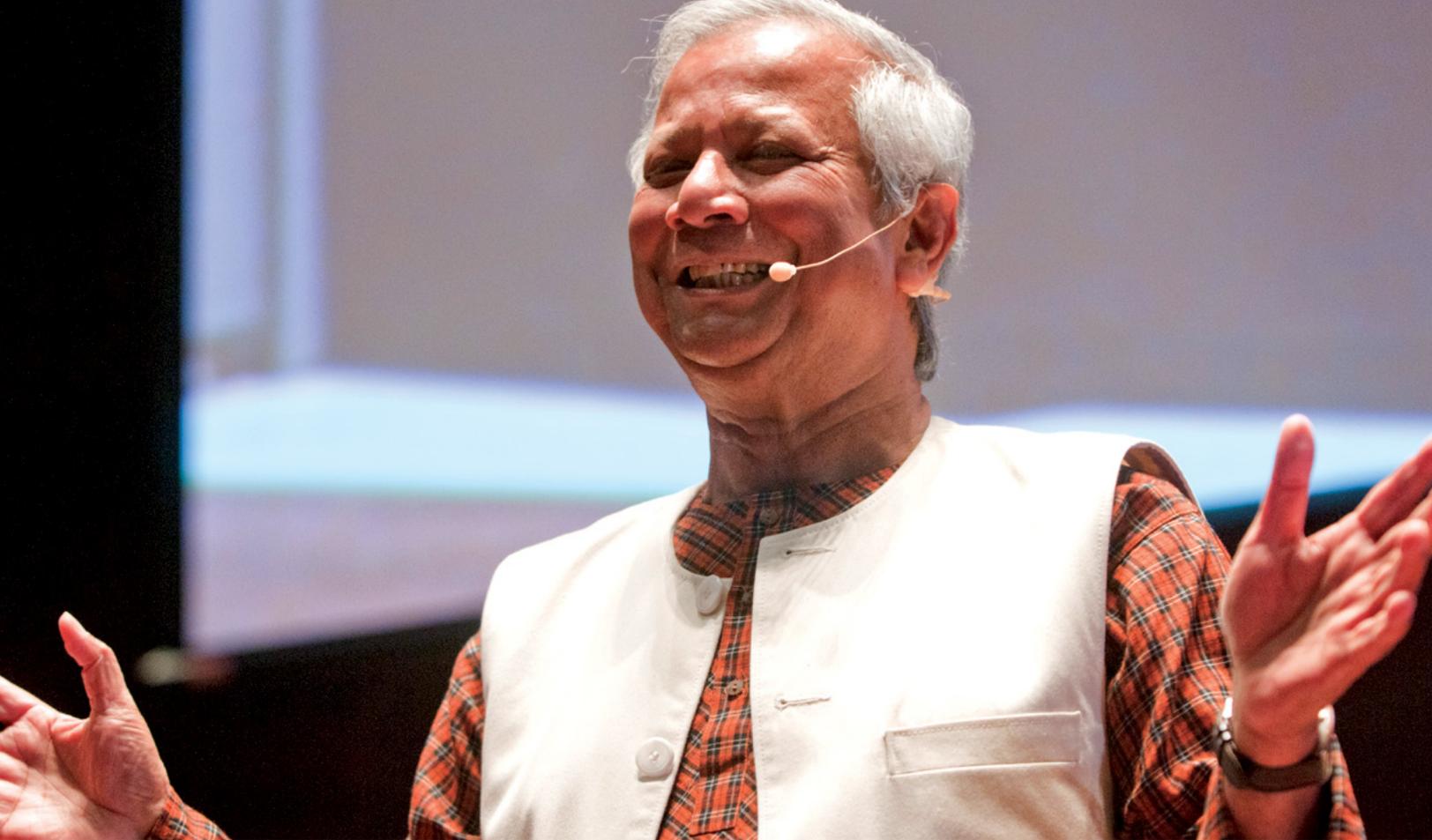
CIGI's Collaborative Research Awards offer support for boundary-spanning research on international governance, in projects led by tenure-track faculty at UW and WLU. In the past year, CIGI awarded three new Collaborative Research Awards:

- Dejan Guzina, WLU professor of political science, is leading a project on the impact of the European Union (EU) on border conflict between Kosovo and Serbia.
- Thomas Homer-Dixon, professor in the Faculty of Environment at UW and a CIGI Chair at BSIA, is leading a project on ideological conflict.
- Alan Whiteside, at WLU's School of International Policy and Governance, is leading a project to explore whether Brazil's capacity to

produce essential health technologies through the public health sector could be replicated in South Africa.

Several CIGI publications in the past year resulted from earlier Collaborative Research Awards, including CIGI Papers by: Guzina, of WLU, and BSIA Ph.D. candidate Branka Marijan on European Union diplomacy in the Balkans; Bruce Muirhead, UW history professor, on global trade negotiations involving the dairy industry; and Senior Fellow Pierre Siklos, WLU economics professor, on herding in financial markets.

CIGI research programs feature ongoing collaboration with university faculty. In the Global Economy area, examples include: Senior Fellow Patricia Goff, WLU associate professor, engaged in research of multilateral trade; Senior Fellow Bessma Momani, UW associate professor, who co-authored a 2014 policy brief on central bank independence in North Africa; and Senior Fellow Hongying Wang, UW associate professor, and Distinguished Fellow John Whalley, professor at the University of Western Ontario, both engaged in CIGI research on China's role in the global economy. In the Global Security & Politics area, Senior Fellow David Welch, UW professor, works with CIGI on Asia-Pacific regional security. CIGI's new International Law Research Program (ILRP) collaborates with universities in Ontario and beyond, through faculties of law as well as with scholars in other departments. ILRP Senior Fellow Myra Tawfik, professor of law at the University of Windsor, leads a research project on intellectual property legal services for entrepreneurs.



Nobel Prize recipient Muhammad Yunus visited CIGI in June 2014 for a round table discussion and a public lecture. Yunus described his vision of entrepreneurs as “job givers.”

Public Affairs: Focus on Outreach

Effective communications are vitally important to any think tank seeking influence and impact in policy making. For this reason, CIGI Public Affairs supports the think tank’s research programs with outreach and dissemination in a broad array of channels: to policy makers directly, and to the general public, academic communities and both traditional and new media, who in turn can influence policy indirectly. In 2013-2014, CIGI’s Public Affairs team tracked and measured results

that point to an ever-widening reach for CIGI’s experts, publications, analyses and commentary. Website traffic and media mentions grew significantly, reflecting increased activity in all of the core research areas as well continual refinement of CIGI’s practices in media relations, publishing and online presentation.

Communications

CIGI and its experts accumulated more than 5,900 mentions in broadcast, print and online media worldwide in 2013-2014, as measured jointly by an external service and in-house staff (actual mentions are likely significantly higher than measured mentions, as many radio and television items elude online search tools). This represented an increase of more than 40 percent over the previous year, with the majority of mentions pertaining directly to CIGI’s research programs and related outputs.

Around the world, CIGI had media mentions in the *Financial Times*, the *Associated Press*, *Bloomberg*, *Agence France-Press*, *The Economist*, *New Yorker* and *Time* magazines, *The Guardian*, *The Huffington Post*, *Vox EU*, *CNN*, *BBC*, *Il Foglio*, *Sydney Morning Herald*, *Foreign Affairs*, *Harvard Political Review* and many others. CIGI also had a strong presence in Canadian media with regular mentions in all major outlets, including *The Canadian Press*, *The Globe and Mail*, *CBC*, *CTV* and others.

CIGI experts published more than 185 unique op-eds accredited to their CIGI affiliation, representing an increase of 15 percent over the previous



Global Economy Program Director Domenico Lombardi and Vice President of Public Affairs Fred Kuntz, at the G20 Leaders’ Summit media centre in 2013.

year. Many of the CIGI experts’ live appearances on television and radio were enabled through the use of the state-of-the-art CIGI Broadcast Studio.

CIGI complied with new Canadian law, in effect as of July 1, 2014, and commonly called the “Canadian anti-spam legislation.” It requires that recipients of commercial electronic communications give their explicit consent. Reaching out to its audience, CIGI renewed its subscription lists on this basis for its various e-newsletters. At year-end, CIGI had about

1,700 subscribers to the quarterly CIGI Worldwide, and similar numbers for separate monthly newsletters for publications and events.

The Public Affairs team also represented CIGI at international academic and policy events in 2013-2014, including the International Studies Association annual convention in Toronto, and the Conference on Defence and Security, held by the Canadian Defence Association Institute and sponsored in 2014 by CIGI.

Digital Media

In 2013-2014, CIGI's digital presence enjoyed another year of particularly strong growth in audience. The CIGI website had 559,723 visits — also called “sessions” in Google analytics — a 29 percent increase over the previous year. Site visitors came from virtually every country in the world. Search tools such as Google continued to be the leading referral to the CIGI website. Facebook and Twitter continued to be the leading referring outlets among social media.

Reflecting trends in technology, the number of mobile and tablet visits surged to more than 71,000, an increase of 156 percent over the prior year. For this reason, CIGI's Digital Media team undertook a major web enhancement project to make the CIGI suite of websites more responsive to mobile devices, work that will continue during the 2014-2015 year. The first platform designed to be mobile-friendly was ourinternet.org, a new website launched in early 2014 by CIGI to support its Global Commission on Internet Governance. Mobile enhancements are continuing at CIGIonline, the Africa Portal, and sites for the Balsillie School of International Affairs and the CIGI Campus.

CIGI added three new blogs to its blogging platform, including one by Senior Fellow John Ibbison that was shared regularly with *The Globe and Mail* newspaper. Blogs continued to be the second-most visited section of the CIGIonline website, just after Publications.

CIGI produced more than 100 videos during 2013-2014, including 28 episodes of its regular podcast, *Inside the Issues*, featuring interviews with visiting researchers and policy experts. The number of CIGI video views, including on its own website and on other sites such as YouTube, hit 100,963, an increase of 44 percent in a year.

The CIGI Campus and the City of Waterloo: Community Relations

At its home base on the CIGI Campus in Waterloo, Canada, the think tank maintains a broad program of community relations, proudly fulfilling its corporate social responsibilities and enriching the intellectual life of the city and region. In 2013-2014, CIGI offered 22 free public lectures and six screenings in its revived CIGI Cinema Series, while also sponsoring



Along with his counterpart at the Perimeter Institute for Theoretical Physics, CIGI President Rohinton Medhora co-curated a 2014 art exhibition at the Kitchener-Waterloo Art Gallery, part of CIGI's wider support of community initiatives in Waterloo, Canada.

several events organized by other organizations in the community (for a complete listing of CIGI public events, see pages 24–27).

CIGI enables the use of the CIGI Campus by a wide variety of community groups for speaker events and organizational meetings. In 2013-2014, these included the Greater Kitchener Waterloo Chamber of Commerce annual meeting, Natural Resources Canada Expert Round Table, City of Waterloo Town and Gown Symposium and City of Waterloo Cause We Care. Additional third-party groups to make use of the CIGI Campus in fiscal 2014 included Bereksin & Parr's tenth anniversary celebration, Wilfrid Laurier University Canadian Rivers conference, CityAge conference in partnership with Communitech, RBC Toronto, Ontario Association for Geographic and Environmental Education, *The New Quarterly* Literary Festival, Wilfrid Laurier University Economic Outlook, Wilfrid Laurier University Global Studies, Brock Solutions, University of Waterloo Student Association of International Development, Autism Ontario, University of Waterloo History Department Graduate Students Conference, Waterloo Health Professions Committee and Our Horizon.

CIGI's community relations program includes support for employee involvement in community fundraising, volunteerism and charitable activities including the United Way and the local food bank; and CIGI corporate membership in the Greater Kitchener Waterloo Chamber of Commerce and Sustainable Waterloo Region.



CIGI's June 2014 media panel, jointly hosted by the Canadian International Council, featured *Toronto Star* national security reporter Michelle Shephard and Canadian journalists-in-exile Luis Horacio Nájera from Mexico, Aaron Berhane from Eritrea, and Morteza Abdolalian and Maryam Aghvami, both from Iran.



CIGI Publications: Growing Output

CIGI published 114 official publications in 2013-2014. Substantial growth occurred in the number of CIGI papers, policy briefs and commentaries over the previous year, with the number of papers published up 51 percent, policy briefs up by 24 percent and commentaries up by 48 percent. The increased number of in-depth, research-based publications reflects the depth of Programs' research projects and policy-related outputs. This year also saw the publication of five CIGI Press

books: *Canada Among Nations 2014* — the second book CIGI has published in this series — as well as *Off Balance*, the third edition of *A Diplomat's Handbook*, and two edited volumes. All books were edited, designed and printed by CIGI and available for sale on CIGI's online bookstore; these titles were also published as ebooks and available for sale at ebook retailers Amazon, Kobo and iTunes.

In addition to its official publications, CIGI also produces blogs, online interviews, background papers, speeches, conference agendas and meeting reports, which are not official publications and not subject to peer review, but are posted on CIGI's website or shared in other venues.

Books

Off Balance: The Travails of Institutions That Govern the Global Financial System

Paul Blustein

A Diplomat's Handbook for Democracy Development Support

Jeremy Kinsman and Kurt Bassuener

Canada Among Nations 2014 — Crisis and Reform: Canada and the International Financial System

Edited by Rohinton Medhora and Dane Rowlands

East Asia-Arctic Relations: Boundary, Security and International Politics

Edited by Kimie Hara and Ken Coates

Organized Chaos: Reimagining the Internet

Edited by Mark Raymond and Gordon Smith

CIGI Papers

Internet Points of Control as Global Governance

Laura DeNardis (Internet Governance Paper No. 2)

Anonymous in Context: The Politics and Power behind the Mask

Gabriella Coleman (Internet Governance Paper No. 3)

Internet Governance: Inevitable Transitions

James A. Lewis (Internet Governance Paper No. 4)

Adaptive Internet Governance: Persuading the Swing States

Dave Clemente (Internet Governance Paper No. 5)

Bounding Cyber Power: Escalation and Restraint in Global Cyberspace

Ronald J. Deibert (Internet Governance Paper No. 6)

Global Cybercrime: The Interplay of Politics and Law

Aaron Shull (Internet Governance Paper No. 8)

- Challenges of the International Monetary System and Response Options: A South African Perspective**
Johan van den Heever (BRICS and Asia Paper No. 7)
- Promoting the International Use of Emerging Country Currencies: The Case of Local Currency Debt Issuance for Latin America and the Caribbean**
Andrew Powell (BRICS and Asia Paper No. 8)
- Reforming the International Monetary System in the 1970s and 2000s: Would an SDR Substitution Account Have Worked?**
Robert N. McCauley and Catherine R. Schenk (BRICS and Asia Paper No. 9)
- Unsustainable Debt and the Political Economy of Lending: Constraining the IMF's Role in Sovereign Debt Crises**
Susan Schadler (CIGI Paper No. 19)
- Black Swans/White House: Why JFK Matters a Half Century After Dallas**
James Blight and Janet M. Lang (CIGI Paper No. 20)
- A Markov Switching Approach to Herding**
Martin T. Bohl, Arne C. Klein and Pierre Siklos (CIGI Paper No. 21)
- Canadian-Australian Opportunities for Defence Procurement and Industry Cooperation**
Craig Stone (CIGI Paper No. 22)
- A Fine Balance: The EU and the Process of Normalizing Kosovo-Serbia Relations**
Dejan Guzina and Branka Marijan (CIGI Paper No. 23)
- The Equator Principles: Ten Teenage Years of Implementation and a Search for Outcome**
Olaf Weber and Emmanuel Acheta (CIGI Paper No. 24)
- Vertically Integrated Peace Building and Community Violence Reduction in Haiti**
Geoff Burt and Timothy Donais (CIGI Paper No. 25)
- Institutional Arrangements for Climate Finance**
Jessica Boyle, David Runnalls and Dave Sawyer (CIGI Paper No. 26)
- A Blueprint for a Sovereign Debt Forum**
Richard Gitlin and Brett House (CIGI Paper No. 27)
- Boxing with Elephants: Can Canada Punch above Its Weight in Global Financial Governance?**
James M. Boughton (CIGI Paper No. 28)
- The Big Break: The Conservative Transformation of Canada's Foreign Policy**
John Ibbitson (CIGI Paper No. 29)
- Crying over Spilt Milk: The History of Dairy Supply Management and Its Role in Recent Trade Negotiations**
Bruce Muirhead (CIGI Paper No. 30)
- Development: Advancement through International Organizations**
Rohinton Medhora and David Malone (CIGI Paper No. 31)
- Sovereign Debt Restructuring: Old Debates, New Challenges**
James A. Haley (CIGI Paper No. 32)
- Sovereign Debt Crisis Management: Lessons from the 2012 Greek Debt Restructuring**
Miranda Xafa (CIGI Paper No. 33)
- China and Global Mega Trade Deals**
Chunding Li, Jing Wang and John Whalley (CIGI Paper No. 34)
- Transatlantic Economic Agreements: Parsing CETA and TTIP**
Patricia Goff (CIGI Paper No. 35)
- What Drove the Mid-2000s' Explosiveness in Alternative Energy Stock Prices? Evidence from US, European and Global Indices**
Pierre Siklos, Martin T. Bohl and Philipp Kaufmann (CIGI Paper No. 36)
- Sources of Tension in the Asia-Pacific: Strategic Competition, Divided Regionalism and Non-traditional Security Challenges**
James Manicom (Australia-Canada Security Cooperation in the Asia-Pacific Paper No. 1)
- Transnational Challenges and Future Security Cooperation: The Australia-Canada Relationship**
Sarah Norgrove (Australia-Canada Security Cooperation in the Asia-Pacific Paper No. 2)
- Closer Australia-Canada Defence Cooperation?**
John Blaxland (Australia-Canada Security Cooperation in the Asia-Pacific Paper No. 3)
- The Process of Formulating Japan's Arctic Policy: From Involvement to Engagement**
Fujio Ohnishi (East Asia-Arctic Relations Paper No. 1)
- China and the Arctic: China's Interests and Participation in the Region**
Kai Sun (East Asia-Arctic Relations Paper No. 2)
- Arctic Prospects and Challenges from a Korean Perspective**
Young Kil Park (East Asia-Arctic Paper No. 3)
- East Asia and the Arctic: Alaskan and American Perspectives**
Jerry McBeath (East Asia-Arctic Paper No. 4)
- Canada's Northern Strategy and East Asian Interests in the Arctic
P. Whitney Lackenbauer and James Manicom (East Asia-Arctic Relations Paper No. 5)
- The Arctic and Geopolitics**
David Welch (East Asia-Arctic Relations Paper No. 6)
- Can Development Interventions Help Post-conflict Communities Build Social Cohesion? The Case of the Liberia Millennium Villages**
Elisabeth King (CIGI-AI Discussion Paper No. 9)
- Getting Treatment and Care to the Last Mile: Analyzing the Health Surveillance Assistant Cadre in Malawi**
Alexandra Martiniuk, Sarah Smith, Amber Deveridge, Josh Berman, Joell Negin, Nwaka Mwambene and Elizabeth Chingaipe (CIGI-AI Discussion Paper No. 10)
- The Local Livelihood Implications of Biofuel Development and Land Acquisitions in Zimbabwe**
Gladman Thondhlana (CIGI-AI Discussion Paper No. 11)
- The Regime Complex for Managing Global Cyber Activities**
Joseph S. Nye Jr. (CIGI Paper No. 1)
- Tippling the Scale: An Analysis of Global Swing States in the Internet Governance Debate**
Tim Maurer and Robert Morgus (CIGI Paper No. 2)

CIGI Policy Briefs

The Sovereign Debt Forum: Expanding Our Tool Kit for Handling Sovereign Crises

Richard Gitlin and Brett House (CIGI Policy Brief No. 28)

Arbiters Amiss: The Failings and Shortcomings of Institutions Governing the Global Financial System

Paul Blustein (CIGI Policy Brief No. 29)

Strengthening Transitional Justice in Bosnia: Regional Possibilities and Parallel Narratives

Dejan Guzina and Branka Marijan (CIGI Policy Brief No. 30)

Climate Change, a Dead Horse and Realpolitik

Barry Carin (CIGI Policy Brief No. 31)

Hot Air, Guilt and Arbitration

Barry Carin (CIGI Policy Brief No. 32)

Reforming Finance: Macro and Micro Perspectives

Pierre Siklos (CIGI Policy Brief No. 33)

Shifting IMF Policies since the Arab Uprisings

Bessma Momani and Dustyn Lanz (CIGI Policy Brief No. 34)

A Failure to Cooperate? Raising the Risks and Challenges of Exiting Unconventional Monetary Policies

Domenico Lombardi, Pierre Siklos and Samantha St. Amand (CIGI Policy Brief No. 35)

Central Bank Independence in North Africa

Bessma Momani and Samantha St. Amand (CIGI Policy Brief No. 36)

The IMF's Preferred Creditor Status: Does It Still Make Sense After the Euro Crisis?

Susan Schadler (CIGI Policy Brief No. 37)

China's Long March toward Economic Rebalancing

Hongying Wang (CIGI Policy Brief No. 38)

The UN Declaration on the Rights of Indigenous Peoples:

Monitoring and Realizing Indigenous Rights in Canada

Terry Mitchell and Charis Enns (CIGI Policy Brief No. 39)

The Northwest Territories and Arctic Maritime Development in the Beaufort Area

John Higginbotham and Marina Grosu (CIGI Policy Brief No. 40)

IMF Lending Practices and Sovereign Debt Restructuring

James M. Boughton, Skylar Brooks and Domenico Lombardi (CIGI Policy Brief No. 41)

The Politics of the "Unfinished Business": Bosnian Police Reform

Branka Marijan and Dejan Guzina (CIGI Policy Brief No. 42)

National Ownership and Post-conflict Peace Building: From Principle to Practice

Timothy Donais (CIGI Policy Brief No. 43)

African Climate Change Negotiators Need a New Strategy

Barry Carin (CIGI Policy Brief No. 44)

The African Union and the Post-2015 Development Agenda

Barry Carin (Policy Brief No. 45)

Infrastructure and Sustainable Development Goals in the BRICS-led New Development Bank

Kathryn Hochstetler (CIGI Policy Brief No. 46)

Education in Emergencies: The Case of the Dadaab Refugee Camps

Hayley MacKinnon (CIGI Policy Brief No. 47)

Hedging Against an Unstable China: Measures to Enhance Regional and Global Resilience

Alexandre Catta, Aladdin Diakun and Clara Yoon (CIGI Junior Fellows Policy Brief No. 9)

The Responsibility to Protect: Ensuring the Norm's Relevance After Libya, Côte d'Ivoire and Syria

Maissaa Almustafa, Evan Cinq-Mars and Matthew Redding (CIGI Junior Fellows Policy Brief No. 10)

Inserting Migrants Into the Global Social Protection Floor

Marie-Hélène Ratel, Gabriel Williams and Keegan Williams (CIGI Junior Fellows Policy Brief No. 11)

Power Shift and Renminbi Internationalization:

Recommendations for the G20

Raluca Diana Ardelean and Mengyun Zhang (CIGI Junior Fellows Policy Brief No. 12)

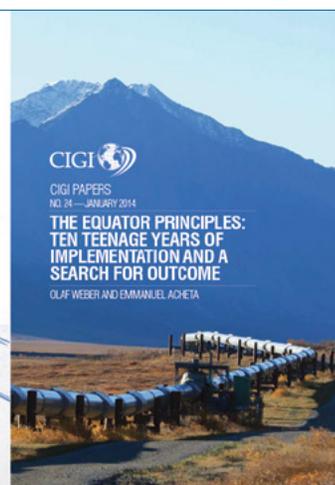
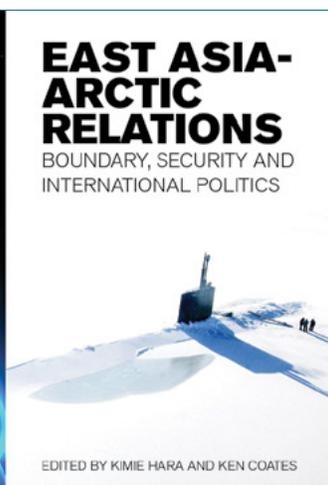
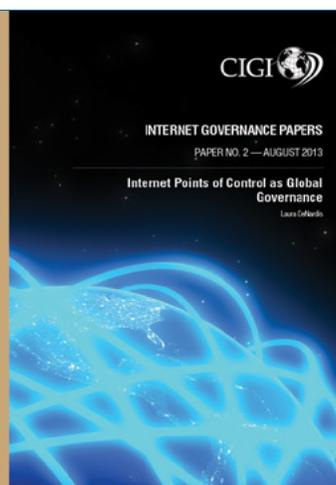
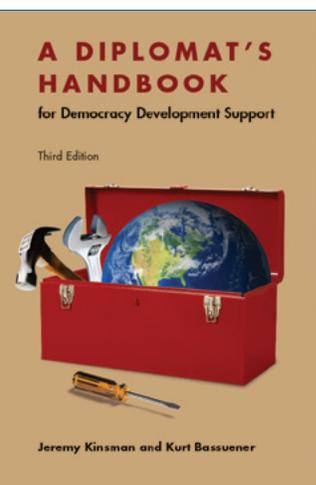
Black Swans/White House: Why JFK Matters a Half Century After Dallas

James Blight and Janet M. Lang (CIGI-BSIA Policy Brief No. 5)

More Inclusive Decision-making Processes in Foreign Land

Leasing: Policy Insights from Kenya

David Jakinda Otieno (AI Policy Brief No. 8)



Special Reports

Priorities for the G20: The St. Petersburg Summit and Beyond
Domenico Lombardi, Paul Jenkins, Pierre Siklos, Thomas A. Bernes,
Susan Schadler, Barry Carin and Gordon Smith

**CIGI Essays on International Finance — Volume 1:
International Cooperation and Central Banks**
Harold James

Facing West, Facing North: Canada and Australia in East Asia
Leonard Edwards and Peter Jennings

Conference Reports

Scenario Planning for Solar Radiation Management
Jason J. Blackstock, Bidisha Banerjee, George Collins and Sean Low

**Constructive Powers Initiative: Internet Governance, Cyber
Security and Digital Diplomacy**
Paul Heinbecker and Simon Palamar

**Constructive Powers Initiative: Constructive Powers and
Development Cooperation**
Paul Heinbecker and Simon Palamar

CIGI Commentaries

A Preview of the St. Petersburg Summit
Domenico Lombardi

Data Breach Reporting as a Tool for Accountability
Daphnee Iglesias

Whatever Happened to Fossil Fuel Subsidies?
David Runnalls

US Dragging Its Feet on Keystone Yet Again?
David Runnalls

Economic Policy on Hold — the 2013 G20 Summit
Susan Schadler

**Broad Discussion, But No Immediate Deliverables at G20
Summit**
Domenico Lombardi

“Events, Dear Boy, Events”
Pierre Siklos

A Collapsing Pile of BRICS
Harold James

Ho Hum... On to Brisbane
Thomas A. Bernes

The G20 at Five
Debra Steger

**The St. Petersburg Summit: Obama’s Futile Quest for Support
on Syria Overshadowed the Summit’s Economic Successes**
Leonard J. Edwards

Developing an Ecological Macroeconomics
Tim Jackson and Peter Victor

**St. Petersburg G20 and Progress on International Economic
Governance**
Barry Carin

Progress on International Economic Governance?
Thomas A. Bernes

**Putting FSB Concerns Back on the IMF-World Bank Annual
Meetings Agenda**
Bessma Momani

**The IMF and the Progress of International Economic
Governance**
Barry Carin

Central Bank Communications: A Demanding Script
Paul Jenkins

The IMF and Climate Change
Barry Carin

Why We Need (but Will Not Soon Get) IMF Reform
James M. Boughton

Don’t Forget about Europe (and Italy) Just Yet
Domenico Lombardi and Samantha St. Amand

A Preview of the IMF Annual Meetings
Domenico Lombardi

The G20: Reincarnation of an Acupuncturist?
Barry Carin

**The Changing Face of Brazil as an International Donor —
From Lula to Dilma Rousseff**
Kathryn Hochstetler

You Can’t Buy Nirvana: Adam Smith and the Buddha
Ronald Wintrobe

Latest IMF Forecasts: No Longer Waiting for Godot?
Domenico Lombardi and Samantha St. Amand

**Debt Dynamics Indicate That Italy Remains Vulnerable as
Spain Stabilizes**
Domenico Lombardi and Samantha St. Amand

A Canadian Voice at Davos
Brett House

An Early “Spring” in Bosnia?
Branka Marijan and Dejan Guzina

Data for Development: One Step Forward, Two Steps Back
Samantha Bradshaw

Banking Union: Progress Made, but the Devil Is in the Details
Miranda Xafa

A Preview of the 2014 IMF Spring Meetings
Domenico Lombardi

Global Mega Trade Deals and the Impact on China
John Whalley

The Outlook for the Euro Zone: Adjusting with Low Inflation
Domenico Lombardi and Samantha St. Amand

**The IMF’s Lending Framework and Sovereign Debt
Restructuring**
Miranda Xafa

Chinese Perspectives on Sovereign Debt Restructuring
Brett House, Hongying Wang and Miranda Xafa

Policy Memo

Re-Privatizing the Senkaku Islands
David Welch, James Manicom and Benoit Hardy-Chartrand



Canada's Chief of Defence Staff General Tom Lawson speaks at CIGI in February 2014 on the status and priorities of the Canadian Armed Forces. All CIGI public events are webcast to reach a global audience.

CIGI Events: Advancing Policy Ideas

CIGI organized, hosted, co-sponsored or participated in more than 130 events this past year, in countries all around the world, from Canada to China, from Jordan to Japan. CIGI convenes diverse groups of policy practitioners and scholars, across national borders, at workshops and round table discussions to advance policy innovation. Many events were open to the public or offered a public component, often held in conjunction with a research-driven conference.

To expand the audience, public lectures and other panels and seminars were also live-webcast — reaching viewers near and far through the Internet. The resulting videos were posted on the CIGI website, YouTube and other online channels. Highlights from CIGI's 2013-2014 event calendar include:

Conference, Workshops, Round Tables

(Organized or co-sponsored by CIGI, or featuring CIGI panels)

The Russia G20 Summit: What's at Stake for the Global Economy

(CIGI partnership event with Canadian Council of Chief Executives)
Georgiy Mamedov, Domenico Lombardi, John Manley, Aug. 27, 2013

Central Bank Communication Network Conference, "Walking the Talk? Challenges for Monetary Policy Actions and Communication in Uncertain Times"

(CIGI-sponsored)
Waterloo, Canada, Sept. 9-10, 2013

Financing Global Environmental Public Goods Workshop: How to Spend the Money?

(CIGI-sponsored)
Washington, DC, United States, Oct. 8-9, 2013

The G20's Consensus on Infrastructure: What Implications for the Future?

(Organized by CIGI, the Rethinking Bretton Woods Project of the Center of Concern and the Heinrich Boll Foundation)
Washington, DC, United States, Oct. 9, 2013

European Recovery in Longer-term Perspective

(Co-hosted by CIGI and the Peterson Institute for International Economics)
Washington, DC, United States, Oct. 9, 2013

Towards Vertically-integrated Peacebuilding

(CIGI-sponsored)
Waterloo, Canada, Oct. 17, 2013

Australia-Canada Security Cooperation in the Asia-Pacific II

(Sponsored by CIGI and the Australian Strategic Policy Institute)
Seoul, South Korea, Oct. 17-19, 2013

8th Annual Internet Governance Forum: "Developing a Strategic Vision for Internet Governance"

(CIGI panel)
Bali, Indonesia, Oct. 22, 2013

Social Sciences and Humanities Research Council

Presentation: Imagining Canada's Future

(CIGI-sponsored)

Waterloo, Canada, Nov. 6, 2013

Ideational Conflict Workshop

(CIGI-sponsored)

Waterloo, Canada, Nov. 8-9, 2013

Western Canadian Arctic Marine Transport and Governance Roundtable

(CIGI-sponsored)

Yellowknife, Canada, Nov. 16-17, 2013

CIGI-INET Colloquium: Toward a New Economics of Innovation

New York, NY, United States, Nov. 18, 2013

Financing Global Environmental Public Goods Workshop: How to Put the Package Together and Design and Govern the Executing Machine

(CIGI-sponsored)

Waterloo, Canada, Nov. 19, 2013

CIGI Constructive Powers Initiative Workshop

Seoul, South Korea, Nov. 26-28, 2013

Canada Among Nations, Crisis and Reform: Canada and the International Financial System Authors' Workshop

(In partnership with the Norman Paterson School of International Affairs)

Waterloo, Ontario, Canada, Dec. 9-10, 2013

2014 Ottawa Conference on Defence and Security

(CIGI-sponsored)

Ottawa, Canada, Feb. 20-21, 2014

International Studies Association Annual Convention: "Innovation and Adaptation of Multilateral Institutions in a New Geopolitical Era"

(CIGI panel)

Toronto, Canada, March 26-29, 2014

Conference: The IMF — What Is It good for?

(Co-sponsored by CIGI, the Institute of International Finance and the Peterson Institute for International Economics)

Washington, DC, United States, April 8, 2014

INET Young Scholars Initiative 2014 Workshop

(Co-sponsored by CIGI)

Toronto, Canada, April 8-9, 2014



Author John Ralston Saul speaks on "Innovation: To What Purpose?" at the CIGI-INET conference, *Human After All*.



Australian G20 Sherpa Heather Smith delivers a CIGI Global Policy Forum address in Ottawa in July, on expectations for the 2014 Brisbane summit.

CIGI-INET Conference — Human After All: Innovation, Disruption, Society

Toronto, Canada, April 10-12, 2014

CIGI Round Table with Barry Eichengreen

Waterloo, Canada, April 25, 2014

The Rise of the Financial Stability Board: Explaining the Strengthening of the FSB after the 2008 Financial Crisis

Waterloo, Canada, May 13, 2014

Global Commission on Internet Governance, Inaugural Meeting

(Co-sponsored by CIGI and Chatham House)

Stockholm, Sweden, May 26-28, 2014

Global Energy Governance and the G20

(CIGI panel)

Shanghai, China, May 28-29, 2014

CIGI Round Table with Muhammad Yunus

Waterloo, Canada, June 2, 2014

International Law Research Program Workshop: "Linking Knowledge, Practice and Policy"

Waterloo, Canada, June 3-5, 2014

China and the G20: Goals, Strategies and Agenda

Waterloo, Canada, June 23, 2014

Global Commission on Internet Governance Research Advisory Network Meeting

(Co-sponsored by CIGI and Chatham House)

Paris, France, June 26-27, 2014

CIGI Session, "Lessons from the Euro-area Crisis: ESM and Crisis Management"

Rome, Italy, July 2, 2014

IP Law Clinics

(Co-sponsored by CIGI and Communitech)

Waterloo, Canada, July and August 2014

CIGI Global Policy Forum

(All Global Policy Forum events are held at the Rideau Club in Ottawa, Canada)

State of the Global Economy

Domenico Lombardi, Sept. 17, 2013

Meeting the Infrastructure Challenge: The Case for a New BRICS Development Bank

Amar Bhattacharya, Oct. 16, 2013



CIGI's Len Edwards (second from right) and Fen Osler Hampson (right), at a CIGI-sponsored conference on Defence and Security, February 2014 in Ottawa. Joining them in discussion on Asia-Pacific security are retired Canadian naval commander Eric Lehre (left) and James Blaxland of the Strategic and Defence Studies Centre in Australia.

Sovereign Debt Bail-outs: The Legacy of the Euro Crisis for the IMF

Susan Schadler, Feb. 4, 2014

Central Bank Cooperation after the Financial Crisis

Harold James, March 6, 2014

The Big Break: The Conservative Transformation of Canada's Foreign Policy

John Ibbitson, April 8, 2014

Development: More Than a Foreign Affair

Rohinton Medhora, May 1, 2014

Cybersecurity: Are You Winning or Losing?

Melissa Hathaway, June 11, 2014

Shifting Gear: Reshaping the G20 and Addressing the Global Growth Challenge

Heather Smith, July 2, 2014

CIGI Signature Lecture Series

(All CIGI Signature Lectures are held at the CIGI Auditorium in Waterloo, Canada)

The Real Story of the Iran Hostage Crisis

Ken Taylor, Sept. 17, 2013

The Evolution of the Responsibility to Protect: Securing Individuals in a World of States

Jennifer Welsh, with discussant David Welch, Sept. 25, 2013

Currency Wars and Reform of the International Monetary System

C. Fred Bergsten, with discussant Rohinton Medhora, Sept. 26, 2013

Off Balance: International Institutions and the Global Financial Crisis

Paul Blustein, Oct. 23, 2013

The Public Life of Climate Change: The First 25 Years

Mike Hulme, Oct. 24, 2013

A Crisis in Global Governance?

(Co-sponsored by BSIA)

John Ravenhill, Oct. 30, 2013

Kennedy, Khrushchev and "Six More Years": What They Might Have Accomplished, 1963-1969

(Co-sponsored by BSIA)

Sergei N. Khrushchev, with discussants James Blight and Janet Lang, Nov. 8, 2013



Venture capitalist Bill Janeway delivers a March 2014 CIGI public lecture on the roles of private investors and government in driving innovation.

Turnaround: Third World Lessons for First World Growth

Peter Henry, with discussant Domenico Lombardi, Dec. 11, 2013

The Case for Climate Geoengineering

David Keith, Jan. 23, 2014

The Harper Doctrine: A Conservative Foreign-Policy Revolution

John Ibbitson, Jan. 30, 2014

The Warrior State: Pakistan in the Contemporary World

T.V. Paul, Feb. 13, 2014

The State of the Canadian Armed Forces and Its Priorities

Canadian Chief of Defence Staff General Tom Lawson, Feb. 14, 2014

What I Learned by Doing Capitalism

Bill Janeway, March 6, 2014

Now for the Long Term: A Global Call to Action

Natalie Day, March 13, 2014

Afghanistan 2014: In Transition or Stalemate?

Omar Samad, March 18, 2014

Africa's Quiet Revolution

Margaret S. McMillan, March 25, 2014

Global Energy Assessment: Challenges and Opportunities for Developing Countries

Ged Davis, April 2, 2014

The Old Normal for the World Economy

Adam Posen, May 6, 2014

Science, Technology & Experiments in Democracy

James Wilsdon, May 22, 2014

Chinese Asia, Indian Asia, Modern Asia

(Co-sponsored by BSIA)

Joseph Caron, May 29, 2014

We Are Not Job-Seekers, We Are Job-Givers: Turning Unemployment into Entrepreneurship

Muhammad Yunus, June 2, 2014

Journalists in Exile: The Fight for Free Expression

(Annual CIGI-Canadian International Council media panel)

Michelle Shephard, Luis Horacio Nájera, Aaron Berhane, Morteza

Abdolalian, Maryam Aghvami, June 18, 2014

CIGI Cinema Series

(All CIGI Cinema Series screenings are held at the CIGI Auditorium in Waterloo, Canada)

Money for Nothing

Oct. 21, 2013

Inside Job

March 4, 2014

Virtual JFK

Nov. 22, 2013

Earth Made of Glass

April 7, 2014

Flow

Nov. 27, 2013

The Square

June 4, 2014

Community Events

Book Discussion, The Dogs Are Eating Them Now: Our War in Afghanistan

(Co-sponsored by CIGI)

Graeme Smith, with discussant James Manicom

Kitchener, Canada, Sept. 21, 2013



Veteran political journalist and CIGI Senior Fellow John Ibbitson delivers a January 2014 CIGI lecture on Canadian foreign policy under Prime Minister Stephen Harper.

CIGI Global Youth Forum

Waterloo, Canada, Dec. 6, 2013

Princess Cinema Screening of Arctic Defenders

Waterloo, Canada, May 3-4 2014

Summer Lights Festival: Making Magic at the Corners

Rick Haldenby

(CIGI-sponsored)

CIGI Campus, Waterloo, Canada, June 21, 2014

Publication Launches

Canada Among Nations 2013 — Canada-Africa Relations: Looking Back, Looking Ahead

- Rohinton Medhora, Yiagadeesen Samy, Bruce Montador; Toronto, Canada, Oct. 1, 2013
- Yiagadeesen Samy, Bruce Montador and Edward Akuffo; Vancouver, Canada, Oct. 8, 2013
- Rohinton Medhora, Yiagadeesen Samy, Ian Smillie; Montreal, Canada, Oct. 15, 2013

Official Launch of Off Balance: The Travails of Institutions That Govern the Global Financial System

Washington, DC, United States, Oct. 11, 2013

Thomas A. Bernes and Paul Blustein

Canada Among Nations 2014 — Crisis and Reform: Canada and the International Financial System

(co-sponsored by the Norman Paterson School of International Affairs)

Ottawa, Canada, June 9, 2014

John M. Curtis, Roy Culpepper and David Longworth

Other Events in Which CIGI Participated

Panel Discussion, “The Economic Impact of IMF Supported Programs in Low-Income Countries”

Washington, DC, United States, Oct. 10, 2013

Managing Severe Sovereign Debt Crises: Lessons from Greece and Cyprus

Washington, DC, United States, Oct. 10, 2013

Market Approaches to Sovereign Debt Workouts Round Table and Dinner

Washington, DC, United States, Oct. 10-11, 2013 — hosted by Richard Gitlin and Brett House



CIGI's one-day Global Youth Forum in November 2014 gave 150 high school students a greater understanding of global security issues, on the fiftieth anniversary of US President John F. Kennedy's assassination.

New Approaches to Dealing with Sovereign Indebtedness
Washington, DC, United States, Oct. 11, 2013

Sovereign Debt Restructuring: Recent Developments and Implications
Washington, DC, United States, Oct. 12, 2013

Panel on Contemporary Actors and Their Actions: A New Look at the Formation of International Law, at the Canadian Council on International Law 42nd Annual Conference
Ottawa, Canada, Nov. 14, 2013

Creating a Sovereign Debt Forum Seminar
Luxembourg, Nov. 18, 2013

Trade, Growth and Granularity in Small Open Economies
Oxford, England, Nov. 19, 2013

New Approaches to Handling Severe Sovereign Crises

- Frankfurt, Germany, Nov. 20, 2013
- Paris, France, Nov. 21, 2013
- Brussels, Belgium, Nov. 22, 2013

Council of Councils Americas Regional Conference and the Hemispheric Meeting of Councils on International Relations
Mexico City, Mexico, Nov. 24–26, 2013

Unsustainable Debt and the Political Economy of Lending: Constraining the IMF's Role in Sovereign Debt Crises
Brussels, Belgium, Nov. 25, 2013

Think 20 Meeting
Sydney, Australia, Dec. 11, 2013

G20 Seoul Conference (Session: The Role of Global Financial Safety Net)
Seoul, Korea, Dec. 18-19, 2013

Council on Foreign Relations Global Economic Roundtable: Sovereign Debt: What's Next?
Washington, DC, United States, Jan. 15-16, 2014

Seminar on Sovereign Debt Restructuring
Madrid, Spain, Jan. 20, 2014

Forging a Practical Plan to Improve our Handling of Sovereign Debt Crises
Belgium, Jan. 22, 2014

The Substance of a Sovereign Debt Workout Mechanism
Berlin, Germany, Jan. 23, 2014

Handling Sovereign Debt Crises
(CIGI and Institute for International Affairs event)
Rome, Lazio, Italy, Jan. 28, 2014

Petrocultures 2014 Panel: Is Ours a Petro-Economy?
Montreal, Canada, Feb. 6, 2014

Is Democracy Rising or Receding?
Ottawa, Canada, Feb. 14, 2014

International Economic Institutions: What Are They Good For? A Conversation with Paul Blustein
Tokyo, Japan, Feb. 18-19, 2014

Off Balance
(Rhodes House book talk)
Paul Blustein
Oxford, England, Feb. 26, 2014

The Global Economy and Canada's Place in It — Threats and Opportunities: Exploring Canada's National Security Interests in 2025
Ottawa, Canada, Feb. 28, 2014

Innovation and Adaptation of Multilateral Institutions in a New Geopolitical Era

Toronto, Canada, March 28, 2014

An Update on the Eurocrisis

Washington, DC, United States, April 9, 2014

Getting Ready for the Next Global Public Debt Crisis

CIC Montreal event

Montreal, Canada, April 16, 2014

Brazil-Germany Meeting on Internet Governance

São Paulo, Brazil, April 22, 2014

Sovereign Debt Restructuring: The Road Ahead

London, England, April 25, 2014

The Future of Global Governance

Washington, DC, United States, April 29, 2014

Leveraging Tools and Capacity for Trade Facilitation Agreement

Salzburg, Austria, May 2, 2014

Political Economy of Financial Markets: Resolving Crises and Anchoring Policies

Oxford, England, May 6-7, 2014

Internationalisation of Currencies, Capital Account Opening and the Sovereign Debt Restructuring Basket

Hangzhou, Zhejiang Province, China, May 18, 2014

Maximizing Canada's Development Impact in an Indebted World

Montreal, Canada, May 22, 2014

The Ottawa Forum: Rethinking Canada's International Strategy

Ottawa, Canada, May 23-24, 2014

China and the G20

Beijing, China, May 26, 2014

2014 Canadian Responsible Investment Conference

Toronto, Canada, May 26-28, 2014

Critical Issues Facing Central Banks: Independence, Remit, and Communications

Vancouver, Canada, May 31, 2014

Publication Launch for International Development: Ideas, Experience and Prospects

Webinar, June 6, 2014

Rohinton Medhora, Ravi Kanbur and Bruce Currie-Alder



Peter Blair Henry, Dean of the Leonard N. Stern School of Business, speaks at CIGI in December 2013 about Third World lessons for economic growth.



CIGI Distinguished Fellow Melissa Hathaway, a former US presidential adviser, speaks at a June 2014 CIGI Global Policy Forum on cybersecurity threats.

17th World Congress of the International Economics Association

Al-Rabia, Jordan, June 6-10, 2014

Visit by Hon. Andrew Robb, Australia's Minister of Trade

Toronto, Canada, June 12, 2014

Rethinking the International Monetary System — 70 Years after the Bretton Woods Conference

Shanghai, China, June 17-18, 2014

Séminaire sur l'indépendance des Banques Centrales

Rabat, Morocco, June 21, 2014

China and the World Economy: Trade and Financial Linkages

Central, Hong Kong, June 23, 2014

Ensuring the Public Interest in Finance

Basel, Switzerland, June 23-24, 2014

Managing the Global Financial System: The Role of International Institutions

Rome, Italy, June 25, 2014

Determinants and Impact of Commodity Price Dynamics

Münster, Germany, June 26, 2014

Who Should Lead the Global Economy?

Milan, Italy, June 30, 2014

Mismanagement of the Sovereign Debt Crisis

Rome, Italy, July 2, 2014

Revitalizing Anaemic Europe

Rome, Italy, July 3, 2014

European Debt Crisis

Santa Colomba, Italy, July 5, 2014

Meeting of the Committee on International Economic Policy and Reform

Cambridge, MA, United States, July 9, 2014

Sovereign Debt Restructuring and Global Economic Governance

Beijing, China, July 14, 2014

70 Years after Bretton Woods: Managing the Interconnectedness of the World Economy

Cusco, Peru, July 21, 2014

Sovereign Debt Restructuring: What's Next?

Montreal, Canada, July 22, 2014

Report of the Independent Auditors on the Summary Financial Statements

To the Directors of the Centre for International Governance Innovation,

The accompanying summary financial statements, which comprise the summary balance sheet as at July 31, 2014 and the summary statement of revenue, expenses and changes in fund balances for the year then ended, and related notes, are derived from the financial statements of The Centre for International Governance Innovation (the "Organization") as at, and for the year ended, July 31, 2014. We expressed an unmodified audit opinion on those financial statements in our report dated December 17, 2014. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations.

Auditors' Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the financial statements of the Organization as at, and for the year ended, July 31, 2014, are a fair summary of those financial statements, in accordance with Canadian accounting standards for not-for-profit organizations

Zeifmans LLP

Chartered Accountants
Licensed Public Accountants
Toronto, Ontario, December 17, 2014

Notes

The Centre for International Governance Innovation ("CIGI" or the "Organization") follows the restricted fund method of accounting for contributions. The Organization has the following restricted funds: Long Term Endowment, Capital, Africa, J Holmes, Decade, Campus and the International Law Research Program (ILRP).

Resources contributed for endowment are included in the Long Term Endowment Restricted Fund. Certain of such resources are to be held for a period of ten years or upon the dissolution, liquidation or winding up of the Organization, whichever occurs later. Certain of such resources contributed by the Federal Government of Canada is restricted in perpetuity. Investment income earned on resources of the Long Term Endowment Restricted Fund is reported in the Operating and Capital Fund.

The Operating and Capital Funds account for the Organization's program delivery, administrative activities, and non-campus related capital assets.

The Africa Restricted Fund is focused on the effects of climate change on Africa's security and socioeconomic development.

The John Holmes Restricted Fund is focused on funding the operations of the library.

The Decade Restricted Fund is focused on long-term research and capacity building projects to contribute to the development of innovative ideas that are relevant to the Province of Ontario.

The Campus Restricted Fund is a Organization initiative in collaboration with provincial and federal governments designed to house several graduate schools and programs. One such initiative is the already established Balsillie School of International Affairs (BSIA). Other initiatives are currently being developed by the Organization. As a hub of different schools and programs, the Campus will cultivate an interdisciplinary learning environment focused on developing knowledge of global issues.

The ILRP Restricted Fund is a \$60 million, ten-year, integrated and multi-disciplinary research and teaching program that will provide leading academics, government and private sector legal experts, as well as students from Canada and abroad with the opportunity to contribute to advancements in international law. The law program was initiated on September 1, 2013 and is funded equally between CIGI and the Province of Ontario. The following are the ILRP's three primary areas of focus: international intellectual property law, international environmental laws and treaties, and international economic, financial and investment law, regulation and governance.

Summarized Balance Sheet as at July 31, 2014

Current Assets

Cash and Cash Equivalents
Accounts Receivable
Prepaid Expenses

Other Assets

Capital Assets
Portfolio Investments

Total Assets

Current Liabilities

Accounts Payable and Deferred Revenue
Unrealized Loss on Forward Contracts

Total Liabilities

Fund Balances

Invested in Capital Assets
Externally Restricted
Internally Restricted
Unrestricted

Total Fund Balances

Total Liabilities and Fund Balances

Summarized Statement of Revenue, Expenses and Changes in Fund Balances for the year ended July 31, 2014

Revenue

Donations and Other Revenue
Realized Investment Income
Unrealized Investment Income (Loss)
Grants (Government and Other)

Expenses

Research, Conferences & Partnerships
Amortization
Administrative
Facilities
Technical Support
Loss (gain) on Disposal of Assets

Excess of Revenue over Expenses (Expenses over Revenue)

Interfund Transfers

Fund Balances, Beginning of the Year

Fund Balances, End of the Year

2014									2013
Long Term Endowment	Operating and Capital	Subtotal	Africa	J Holmes	Decade	Campus	ILRP	Total	Total
\$ 1,901,515	\$ 273,031	\$ 2,174,546	\$ 2,781	\$ 402,767	\$ 3,538,224	\$ 851,602	\$ 4,909,697	\$ 11,879,617	\$ 1,532,794
-	423,878	423,878	-	-	-	297	90,676	514,851	208,784
-	116,298	116,298	36,673	-	-	52,967	1,064	207,002	382,800
1,901,515	813,207	2,714,722	39,454	402,767	3,538,224	904,866	5,001,437	12,601,470	2,124,378
-	4,280,099	4,280,099	-	-	-	63,056,973	-	67,337,072	70,574,984
53,890,111	21,961,249	75,851,360	6,390,421	-	7,540,767	28,883,959	25,291,839	143,958,346	123,178,864
53,890,111	26,241,348	80,131,459	6,390,421	-	7,540,767	91,940,932	25,291,839	211,295,418	193,753,848
\$ 55,791,626	\$ 27,054,555	\$ 82,846,181	\$ 6,429,875	\$ 402,767	\$ 11,078,991	\$ 92,845,798	\$ 30,293,276	\$ 223,896,888	\$ 195,878,226
\$ -	\$ 1,016,168	\$ 1,016,168	\$ 69,748	\$ 1,311	\$ 280,878	\$ 444,867	\$ 55,836	\$ 1,868,808	\$ 1,356,699
-	-	-	-	-	-	-	-	-	216,266
-	1,016,168	1,016,168	69,748	1,311	280,878	444,867	55,836	1,868,808	1,572,965
-	4,280,099	4,280,099	-	-	-	63,056,973	-	67,337,072	70,574,984
55,791,626	-	55,791,626	6,360,127	401,456	10,798,113	28,434,040	30,237,440	132,022,802	103,040,047
-	-	-	-	-	-	909,918	-	909,918	900,089
-	21,758,288	21,758,288	-	-	-	-	-	21,758,288	19,790,141
55,791,626	26,038,387	81,830,013	6,360,127	401,456	10,798,113	92,400,931	30,237,440	222,028,080	194,305,261
\$ 55,791,626	\$ 27,054,555	\$ 82,846,181	\$ 6,429,875	\$ 402,767	\$ 11,078,991	\$ 92,845,798	\$ 30,293,276	\$ 223,896,888	\$ 195,878,226

2014									2013
Long Term Endowment	Operating and Capital	Subtotal	Africa	J Holmes	Decade	Campus	ILRP	Total	Total
\$ -	\$ 112,025	\$ 112,025	\$ -	\$ 13,774	\$ -	\$ 746,062	\$ 30,000,002	\$ 30,871,863	\$ 665,702
-	9,789,453	9,789,453	663,390	3,732	793,300	-	601,297	11,851,172	7,041,438
-	1,263,905	1,263,905	(113,939)	576	33,996	-	(70,995)	1,113,543	4,322,320
-	113,563	113,563	-	-	-	(1,608)	292,865	404,820	29,700
-	11,278,946	11,278,946	549,451	18,082	827,296	744,454	30,823,169	44,241,398	12,059,160
-	3,480,751	3,480,751	446,135	350	2,119,877	2,262,077	321,547	8,630,737	7,213,750
-	448,441	448,441	-	-	-	3,065,168	-	3,513,609	3,478,072
-	730,058	730,058	249,756	448	569,376	278,136	133,515	1,961,289	1,886,368
-	183,709	183,709	-	-	110,098	787,463	-	1,081,270	1,043,773
-	250,549	250,549	6,115	12,972	150,156	548,634	16,987	985,413	1,018,462
-	-	-	-	-	-	346,261	-	346,261	(1,470)
-	5,093,508	5,093,508	702,006	13,770	2,949,507	7,287,739	472,049	16,518,579	14,638,955
-	6,185,438	6,185,438	(152,555)	4,312	(2,122,211)	(6,543,285)	30,351,120	27,722,819	(2,579,795)
1,812,274	(4,243,806)	(2,431,532)	(13,804)	(14,232)	(802,964)	3,376,212	(113,680)	-	-
53,979,352	24,096,755	78,076,107	6,526,486	411,376	13,723,288	95,568,004	-	194,305,261	196,885,056
\$ 55,791,626	\$ 26,038,387	\$ 81,830,013	\$ 6,360,127	\$ 401,456	\$ 10,798,113	\$ 92,400,931	\$ 30,237,440	\$ 222,028,080	\$ 194,305,261

CIGI People

A snapshot of CIGI personnel as of July 31, 2014.

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