The map shows many of the global locations of CIGI conferences, workshops, outreach activities or network partners in 2012 – indexed to references in the annual report text.
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, interdisciplinary work includes collaborations with policy, business and academic communities around the world. CIGI was founded in 2001 by Jim Balsillie, then co-CEO of Research in Motion (RIM), 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 aspires 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.

In 2011-12, CIGI continued with a strong program of policy research and networking. Among its activities was the CIGI ‘11 conference, An Unfinished House — Filling the Gaps in International Governance.

In 2011-12, CIGI celebrated its tenth anniversary and opened the new CIGI Campus, with a week of festivities that included a performance by internationally acclaimed hip-hop artist K’naan.

Fiscal 2012 was one of leadership transition as Thomas A. Bernes, left, stepped down as executive director and Chair Jim Balsillie, centre, welcomed Rohinton Medhora as the new CIGI president.

Construction of the award-winning CIGI Campus was completed in December 2011. More information on page 18.

**Table of Contents**
- 2 Chair’s Message
- 3 President’s Message
- 4 CIGI Research Programs — Focus
- 5 Global Economy
- 10 Global Security
- 12 Environment and Energy
- 13 Global Development
- 15 CIGI Tenth Anniversary
- 16 CIGI Campus — Grand Opening
- 18 Balsillie School of International Affairs
- 19 Collaborative Research Awards
- 20 Public Affairs — Outreach
- 22 Publications
- 25 Events
- 28 Financial Statements
- 30 CIGI — People
Chair's Message

THIN past fiscal year was a year of double celebration for CIGI — marking the organization’s tenth anniversary, as well as the opening of the CIGI Campus, several years in the planning and making.

The campus, with an award-winning design by KPMB Architects, opened in September 2011 and is a fitting home for the Balsillie School of International Affairs, as well as related organizations and activities, including a proposed new program of research in international law. Faculty, students and global governance experts now enjoy a vibrant new space for studies, research and collaboration. The splendid CIGI Auditorium, a venue for public events, will also be a valuable asset for the wider community.

Also in September 2011, as part of CIGI’s anniversary, we hosted a unique conference of leading Canadian and international policy experts to explore the ability of think tanks to influence policy and effect change in an age of social media. The conference, which asked Can Think Tanks Make a Difference?, went beyond a resounding “yes,” concluding with recommendations that organizations like CIGI continue to build on excellent empirical research, while excelling in communications to the wider public and forming networks of influence that cross the lines of government, business, academia and not-for-profit organizations.

The year also saw CIGI continue to focus its research efforts. The board called for research strategies in two areas in particular: the global economy and global security — even while CIGI maintains a broad outlook across all of its program themes, given that many of the challenges in international governance also involve and affect global development, the environment and energy.

I am especially delighted to welcome Rohinton P. Medhora to the position of CIGI president. Rohinton has been a valued adviser since CIGI’s earliest days and a member of CIGI’s International Board of Governance since 2009. His energy and expertise in global policy issues will be invaluable as CIGI enters its second decade under his leadership.

CIGI’s Operating Board of Directors welcomed two new members in 2011-12: former Canadian deputy minister of finance C. Scott Clark and Arif Z. Lalani, who was, at the time, director-general for management, the environment and energy.

I am grateful to the support of CIGI experts in policy circles. We are pleased to be receiving external recognition for our work. The Institute for New Economic Thinking (INET), the announcement of another $4 million in joint research grants and a joint CIGI-INET conference in Waterloo in 2012 on ongoing sovereign debt crises, most notable in the euro zone. Going forward, CIGI will continue to build on its successes to date, taking guidance from the board as we develop the projects that address the world’s most pressing problems and the governance innovations that could provide solutions. In this worthwhile pursuit, I am grateful for the insights, hard work and support of all of CIGI’s staff, fellows, boards and external networks of colleagues, partners and associates in the broader policy and research communities.

Jim Balsille
Chair, Operating Board of Directors

President’s Message

Having joined CIGI as president in the final two months of this past fiscal year, I must first thank my predecessor, Thomas A. Bernes, for the strong programs of activities and publications he established in 2011-12. I am also grateful to him for a smooth transition and his continued contributions as a distinguished fellow to CIGI’s work in the Global Economy Program. CIGI is the stronger for his over two years of leadership, a sound platform on which I hope to build further.

I am also grateful to CIGI’s board for the opportunity to take this organization forward in the fulfillment of its mandate. CIGI sets high goals for itself as a think tank, striving also to earn a reputation as a “do” tank, one with immediate relevance to policy and governance; a special report on the G20’s accomplishments and challenges in advance of the June 2012 leaders’ summit in Mexico; and recognition in the leaders’ final declaration of the Think 20 as “a knowledgeable and constructive advisory committee.”

We are pleased to be receiving external recognition in this regard. During CIGI’s tenth anniversary celebrations this past year, former Under-Secretary-General of the United Nations, Z. Lalani, who was, at the time, director-general for management, the environment and energy, noted that “the think tank’s reputation for knowledge, influence and capability is well deserved.”

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Rohinton P. Medhora
President, CIGI
Focus of CIGI Research Programs

CIGI’s research programs in 2011-12 were, from top left, Global Economy, Global Security, Environment and Energy, and Global Development. CIGI’s research strategy acknowledges that issues in the four themes will overlap and encourages cross-program collaboration.

Global Economy

In October 2011, CIGI’s annual fall conference tackled questions regarding gaps in international governance, focusing on the major governance challenges related to CIGI’s research themes and aligned with the priorities of the 2012 Mexican Presidency of the G20. Titled CIGI ‘11 — An Unfinished House: Filling the Gaps in International Governance, it opened with a public panel — the first at the new CIGI Auditorium — between former Prime Minister of Canada Paul Martin and former Mexican President Ernesto Zedillo, and moderated by Chrystia Freeland, editor of Thomson Reuters Digital. The two former leaders continued its work on addressing the need for imminent, coordinated action to right the global economy and continued its work on addressing the need for immediate coordination of economic recovery and pro-growth initiatives.

CIGI’s G20 Working Group

With two summits — Cannes, France and Los Cabos, Mexico — occurring in 2011-12, the G20 was an especially busy file for CIGI. Throughout the year, CIGI conducted an active agenda of research, policy analysis, conferences and workshops on advancing the G20 process, and played a leading role in coordinating a network of international research organizations focused on G20 issues and challenges.
Aranda presented the Think20 chair’s summary to the mit meeting format more productive. Ambassador leadership and action; and how to make the sum-

ron on Foreign Relations (COMEXI). The meeting focused in Mexico City, hosted by the Mexican Council in research institutions for a “Think 20” meeting

mistrust in the ability of governments and the G20 to respond to current problems.

Senior Fellow Gregory Chan and Daniel Schwaben, and Vice President of Public Affairs Fred Kuntz, represented CIGI at the Cannes sum-

mulations that were indicative of a growing mistrust in the ability of governments and the G20 to respond to current problems.

Sunday, April 8, 2012, the Mexican Council for Research Institutions and the CIGI-G20 Working Group hosted a public meeting entitled “The G20: The Los Cabos Summit and Beyond.”

During and immediately following the Cannes summit, Senior Fellow Colin Bradford led a team of international contributors for the sixth install-


The CIGI-led G20 Working Group included the following institutions: Milken Institute; National Bureau of Economic Research (NBER); World Bank; Financial Times; The Christian Science Monitor; BBC World; The Wall Street Journal; and Emerging Markets Mutual Assessment Process (MAP).

2011 round, awarded in early 2012. In May, CIGI ed $17.8 million in grants since the program’s initial launch in late 2012. To date, the organizations have award-

grid but clear picture of outcomes from the sum-

New York-based Institute for New Economic Thinking (NIEF). The two organizations worked together on conferences, research grants and young scholar initiatives aimed at providing the innovative thinking required to address the major economic challenges of the post financial crisis era.

RESEARCH GRANTS

In August 2011, CIGI and INET announced the call for proposals for their Fall 2012 Grant Pro-

The IMF and severely Indebted Sovereigns: Does the IMF smooth the Path toward or hin-

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PARADIGM LOST CONFERENCE

In April 2012, CIGI, INET and the Merca-

As part of the Global Economy Programs work on

In the second half of 2011, CIGI's Institutional Voids: Governing a System of Globalized Capital project began to take shape. Led by Senior Fellow Paul Blustein, the project focused on the heightened need for economic cooperation among major powers following the 2008 financial crisis, particularly on the issue of trade and capital flow imbalances, and in the area of financial regulation. CIGI published the first of two papers under this project, A Hop and a Deliberate, Inside the IMF's Global Reliability Project, in June 2012. In a Blustein offers a detailed account of the IMF-led initiatives to address imbalances in the years prior to the crisis. Blustein's conclusion that IMF failures in addressing imbalances suggest the organization is poorly positioned to lead such efforts in the future is based on interviews with scores of policy makers who were involved, and on thousands of pages of confidential documents that had never been previously disclosed.

CIGI published the second Institutional Voids paper in July 2012, How Global Watchdogs Missed a Turning Point, focusing on the disjuncture between global markets and an international monetary system based on national currencies.

In BRICS, Asia and International Monetary Reform

In January 2012, CIGI Senior Fellow and China Research Chair Gregory Clark began the BRICS, Asia and International Monetary Reform project, focusing on the disjuncture between global markets and an international monetary system based on national currencies. The project has published a series of commentaries on the internationalization of the Chinese renminbi and the impact this is having on markers and monetary authorities in Asia.
In 2011-12, CIGI researchers continued their work in security sector reform (SSR), attempting to further deconstruct the SSR model, analyze its practical applications in different contexts and offer advice on how to increase its effectiveness. Led by Senior Fellow Mark Sedra, CIGI researchers completed their Security Sector Governance project with the publication of the final seven installments of the SSR Issue Paper series. Authors by prominence and field policy makers, academics and informed observers, the SSR Issue Paper series combines analysis of current problems and challenges, and examines thematic and geographic topics relating to the most pressing SSR issues. Topics covered throughout the series’ SSR Issue Papers included regulatory, the private security industry in Iraq, engaging non-state actors in SSR, analyzing the European Union’s police reform mission in the West Bank, security sector governance in Pakistan, and military justice and impunity in Mexico’s drug war. In January 2012, one of the series’ authors, C. Christine Fair, an assistant professor at Georgetown University’s Center for Peace and Security Studies, visited CIGI for the public event, “Coping with Strategic Folly: The Complexities of the Nuclear Age in the Global 24-hour News Cycle.” The CIGI Signature Lecture, co-sponsored by the Canadian International Council’s (CIC) Washington branch, brought together Fair and her long-time friend, visual artist Dale Rockwell, whose portrait subjects include Taliban fighters, shahs, terrorists, and Arab Spring protesters.

Security Sector Reform

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Environment and Energy

GLOBAL sustainability and establishing a global geoengineering governance framework were the two areas of concentration for CIGI’s Environment and Energy Program in 2011-12. The United Nations High-level Panel on Global Sustainability, which included CIGI’s chair and founder Jim Balsillie, delivered its final report in January 2012. In the same month, CIGI co-hosted the Geosensing Our Climate conference in Canada’s capital, Ottawa. The year 2011-12 also saw the publication of a special report based on the findings of CIGI’s 2010 conference Climate of Action.

Sustainable Economics and Climate Governance

In November 2011, CIGI researchers began exploring the public policy implications for sustainable economics that are set to inform environmental investments into a new generation of technologies, products, businesses and markets. The project is led by Fellows David Runnalls and Simon Zadek and looks at public policy where a key driver of such developments, from awareness raising to standard setting, incentives and regulation.

In December 2011, at the 17th Conference of Parties (COP 17) of the United Nations Framework Convention on Climate Change in Durban, South Africa, CIGI released the special report Global Climate Governance Beyond 2012. Riffing on CIGI’s 10 Report, the report’s authors, Senior Fellows Jason Blackstock and BSIAPs D. Stuart and Marjana Milosevic present the insights generated during the October 2011 international conference, CIGI’s 10 Climate of Action, held at CIGI.

Toward a Post-2015 Development Paradigm

The Post-2015 Development Conference, the project framed national and regional perspectives on geoengineering in a global context. In January 2012, CIGI co-hosted the Geosensing Our Climate conference in Ottawa. The conference convened leading international academics and practitioners to explore the broader ethical, social and geopolitical implications of geoengineering.

In January 2012, CIGI convened a series of workshops, joint publications and a conference, the project framed national and regional perspectives on geoengineering in a global context. In January 2012, CIGI co-hosted the Geosensing Our Climate conference in Ottawa. The conference convened leading international academics and practitioners to explore the broader ethical, social and geopolitical implications of geoengineering.

A labourer in Haiti works on a UN sponsored development project. In 2011-12, CIGI’s Global Development Program focused on identifying innovations that support sustainable development and facilitate a shift to a more equitable delivery of global public goods.

Africa Initiative

The Africa Initiative is a multi-year, donor-supported project jointly undertaken by CIGI in cooperation with Makerere University in Uganda and the South African Initiative of International Affairs. It creates knowledge-sharing opportunities, building capacity in Africa with a focus on free themes: conflict resolution, energy, food security, health and migration, with special attention paid to the crosscutting issues of climate change.

In 2011-12, CIGI’s Africa Initiative helped to drive three main components of the research program, which supports innovative field-based research in the social and physical sciences, and aims to inform and influence African policy making. The first component is a multi-year, donor-supported project, the second is a cross-cutting program, which supports innovative field-based research in the social and physical sciences, and the third is a multi-year, donor-supported project, the Africa Initiative of the Institute of International Affairs. It creates knowledge-sharing opportunities, building capacity in Africa with a focus on free themes: conflict resolution, energy, food security, health and migration, with special attention paid to the crosscutting issues of climate change.

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Canadian researchers, and have gone through the policy makers and opinion leaders in Africa. Papers are reviewed series aim to inform policy making and field-based research on issues critical to the continent, which sent leading scholars to 15 African universities in Ghana, Nigeria, Uganda, Rwanda, Ethiopia, Kenya, Tanzania and South Africa.

In August 2011, the Africa Initiative announced the 30 recipients of its research grants—selected from more than 350 applicants by the Africa Initiative editorial review panel, made up of distinguished international experts. The panel gave special consideration to projects that aim to develop innovative policy, collect data that can be used by policy makers in Africa, and address questions that are amenable to cross-national comparison. Assessment criteria for judging applications were based on Canada’s Social Sciences and Humanities Council, America’s Social Science Research Council and the Council for the Development of Social Science Research in Africa.

In April 2012, the Africa Initiative Graduate Research Grant program announced its support for 10 African-based and 10 Canadian-based graduate students, with more than $20,000 in funding to facilitate research on critical issues facing Africa. The program provides on Africa an opportunity to deepen their on-ground experience and apply their research in new, cross-communities. The Africa Initiative announced the second round of its research grants, which sent leading scholars to 15 African universities in Ghana, Nigeria, Uganda, Rwanda, Ethiopia, Kenya, Tanzania and South Africa.

Emerging Donors

During the year, CIGI launched the Emerging Donors project, under the leadership of Senior Fellow and China Research Chair Gregory Chin. The project focuses on public and private financing mechanisms for the provision of global public goods. The program examines the role of emerging donors (Brazil, China, India, South Africa, the “N11” donors (South Korea, Chile, Mexico), established donors (OECD, African Union, Global Compact,喀麦隆, Russia, and non-state donors (philanthropic and private sector donors) in driving innovation in global development. Staring in fall 2011, Emerging Donors researchers began an extensive series of policy outreach activities with key development agencies and practitioners in the relevant regions. This included meetings and workshops with researchers at the International Development Research Centre of China in Beijing and with the co-director of the OECD DAC Poverty Reduction Network’s China project, as well as with the International Policy Centre for Inclusive Growth and the United Nations Development Programme.

The book was accompanied by a video retrospective, featuring testimonials on CIGI’s work from leading international governance experts, including former Prime Minister of Canada Paul Martin. CIGI also used the milestone anniversary as an opportunity to take stock of the evolving role of think tanks in global governance. In September 2011, CIGI hosted the one-day conference Can Think Tanks Make a Difference? which convened global policy researchers and practitioners for discussions on the role of social media in policy innovation, whether governments care more about politics than policy, and the issue of influence—who has it and how to get it. Roger Martin, dean of the Rotman School of Management at the University of Toronto, delivered the keynote address titled “The Paradox of Social Media.”

Can Think Tanks Make a Difference?

TEN years after its founding in July 2001, CIGI marked its first decade with a program of events and outputs that was both reflective and forward-thinking.

In August 2011, CIGI published CIGI at Ten, a hardcover retrospective that tells the story of CIGI’s founding, its evolution into a hub of academic and research excellence, and what influence on international governance CIGI has achieved to that time. The book was accompanied by a video retrospective, featuring testimonials on CIGI’s work from leading international governance experts, including former Prime Minister of Canada Paul Martin.

CIGI’s tenth anniversary celebrations were capped off with a September 2011 gala for invited guests, follow-
The CIGI Campus opened in September 2011, with a week-long program of events that coincided with CIGI’s tenth anniversary celebration.

**Grand Opening of CIGI Campus**

Following two years of construction, the CIGI Campus officially opened in September 2011 and was finally completed in December 2011. The CIGI Campus, which cost $70 million to build, received a total of $50 million in construction funding from the federal and provincial governments, as well as a generous donation from CIGI chair and founder Jim Balsillie. The City of Waterloo donated the land in a 99-year lease.

Week-long campus opening festivities, which coincided with CIGI’s tenth anniversary celebration, featured a campus celebration for invited guests, including representatives from governments at all levels, as well as the academic, business and not-for-profit sectors. Internationally acclaimed Somali-Canadian recording artist K’naan performed at the event, with a children’s choir composed of students from schools in the Waterloo area and Toronto.

Campus completion allowed for the opening of a permanent home for the Balsillie School of International Affairs (BSIA), which was founded in 2007, but had been splitting its classes over the campuses of the two partner universities, Wilfrid Laurier University and the University of Waterloo. The BSIA hosted its own slate of opening events, including a dinner featuring a keynote address by Timothy Wirth, president of the United Nations Foundation and former US senator, and a faculty debate on Canada’s role in the Arab spring, which was moderated by special guest Dr. James Orbinski.

CIGI also hosted a one-day conference titled “Can Think Tanks Make a Difference?” at which international research experts discussed the challenges of bridging between knowledge and power. In addition to bringing hundreds of people to the CIGI Campus, the week of events increased CIGI’s online profile, as more than 600 people tuned in for the live webcasts.

The opening week concluded with CIGI’s participation in Doors Open Waterloo Region, during which more than 2,000 people toured the new campus. Videos about CIGI’s founding and the award-winning campus design, by Toronto architects KPMB, were shown in the splendid new 250-seat CIGI Auditorium. The auditorium will feature CIGI’s continuing series of public lectures, as well as a wide range of events organized by other community groups and sponsored by CIGI.

The campus design garnered a prestigious International Award for Architecture from The Royal Institute of British Architects in 2012.

**Construction Complete**

The bell assembly was raised up to the bell tower in August 2011. The five bronze bells were cast in Georgetown, Ohio.

**K’naan’s Visit**

Internationally acclaimed Somali-Canadian singer K’naan led a choir of students from Toronto and Waterloo Region in a performance of his hit song “Wavin’ Flag.” The entire concert was live webcast to a global audience.
Academic Partnership

FOUNDED in 2007, the Balsillie School of International Affairs (BSIA) is a three-way partnership among Wilfrid Laurier University (Laurier) and the University of Waterloo (UW) -- two of Canada's premier universities -- and CIGI. There are more than 60 affiliated faculty teaching in the three programs currently associated with the Balsillie School: the Ph.D. in Global Governance, the Master's in Global Governance and the Masters in International Public Policy. Across the two master's programs are about 30 CIGI Junior Fellows. The program provides master's level students with membership opportunities from senior scholars and policy makers. Working under the direction of a project leader, each junior fellow conducts research in one of CIGI's program areas, producing policy briefs that may be eligible for publication by CIGI. At the Ph.D. level are 24 Balsillie Doctoral Fellows, 12 each at Laurier and UW who each receive research scholarships of up to $32,500.

For the BSIA, 2011-12 was a year of focus. The school held the first classes in its permanent home at the CIGI Campus, graduated its inaugural class of Ph.D. students, held its inaugural Multidisciplinary Graduate Student Conference on Global Governance and, with CIGI, began work on the school benefitting from its link to a think tank.

In October 2011, three Ph.D. candidates in Global Governance from the class of 2007 graduated, while three others entered the final stages of defending their theses. The same month, the BSIA student community hosted the conference Imagining Global Governance: Change and Community. It provided an opportunity for a strong and vibrant network of students, scholars and practitioners from a diversity of disciplines and professions related to global governance. Professor Robert Cox, professor emeritus at York University and a visiting scholar at the BSIA, delivered the opening keynote lecture, “The Economics of the West and the Future of the World Order.”

In February 2012, the BSIA Governance Agreement was approved by the Laurier and UW senates and boards of governance, to elaborate on the unique collaboration established among the three BSIA partners at the school's inception in 2007. The 2012 agreement, which is consistent with the original collaboration agreement between the three partners, reaffirms the vision for the BSIA and outlines its principles of governance and administration. Professor Thomas Homer-Dixon, the CIGI Chair in Global Systems at the BSIA who led the process in drafting the governance agreement, said the document provides oracle-like safeguards for academic freedoms and integrity.

In March 2012, the school welcomed Jonathan Crush, who joined the BSIA faculty as CIGI Chair in Global Migration and Development. The former global development studies professor at Queen's University is an expert in African and international migration. He has authored several important reports and books, as well as led significant international research networks, including the ongoing Southern African Migration Programme and the African Food Security Network.

In July 2012, BSIA Director David A. Welch, CIGI Chair of Global Security, and Andrew S. Thompson, adjunct professor of political science, co-authored the first installment in the CIGI/BsIA Policy Brief Series. Responding to Disaster: Neglected Dimensions of Preparedness and their Consequences, which explores how the international community's disaster network, of disaster response planners can best position themselves to take action.

Collaborative Research Awards

Nineteen proposals received by CIGI from faculty and students at Wilfrid Laurier University and the University of Waterloo for the 2011-12 CIGI Collaborative Research Awards (CRA) program. The funding contributes to CIGI’s mission to produce academically rigorous, world-leading research that promotes policy innovation in global governance. The selected proposals each align with one of CIGI’s four research themes. The awards: one of the proposals will support field research activities, produce CIGI publications, and convene workshops and seminars. Applications were peer reviewed by the CIGI Research Advisory Committee, which includes representatives from CIGI, Wilfrid Laurier, the University of Waterloo and the Balsillie School of International Affairs (BSIA). This year’s recipients and principal investigators of the 2011-12 CRA:

- The Case for the International Governance of Intellectual Property Rights
  Professor Robert Winkler, Department of Economics, University of Waterloo

- Implementing Agenda 21 through Local Agenda 21s: An International Study to Improve Collaborative Governance Structures and Green Economy Outcomes
  Amanda Clarke, School of Environment, Enterprise and Development, University of Waterloo

- Internationalization of Indigenous Rights and Governance Project
  Laura Jack, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, and Terry Mitchell, Department of Psychology, Wilfrid Laurier University

- Diasporas, Development and Governance in the Global South
  Jonathan Crush, CIGI; Matthew Grady, CIGI; and Margaret Walson Roberts, International Migration Research Centre, Wilfrid Laurier University

- Vertical Integration and the United Nations Peacebuilding Architecture
  Thomas Homer-Dixon, University College/University of Waterloo

- The European Union and State Building in Fragile States (the Western Balkans)
  Dejan Zivkovic, Department of Political Science, Wilfrid Laurier University

- East Asia—Arctic Relations: Boundary, Security and International Politics
  Kerrie Flavi, Department of History and Political Science, Keiko and Charles Belair Centre for East Asian Studies, Renison University College/University of Waterloo

- From Recipients to Donors: Development Assistance from Brazil and China
  Katherine Hosie, Department of Political Science, University of Waterloo

- The Internationalization of the Arctic Council: Regional Governance under a Global Microscope
  P. Whitney Lackenbauer, Department of History, Mt. St. James University/University of Waterloo

- Essays in Financial Governance: Promoting Cooperation in Financial Regulation and Policies
  Pierre Yialos, School of Business and Economics, Wilfrid Laurier University

All of the 2012 awards were in the CRA Research Project category, in which up to $30,000 is available. Awards are also available in two other categories, with up to $15,000 and $45,000 available respectively.

CIGI announced a second call for CRA applications in the fall of 2012. Information about this round is available on the CIGI website and was announced at the universities.
Influence and Impact

CGI achieves policy relevance, influence and impact across its four program streams through its research networks and partnerships. In 2011-12, CGI formed research partnerships and held consultations with Canadian and foreign government officials, national and international policy-making bodies and leading international research institutions. Following are highlights of CGI's global research and policy outreach activities, in which CGI experts had an opportunity to consult and share ideas with key policy makers and policy influencers.

CGI enjoyed strong representation at the Bridging the Gaps in International Governance, featured prominent bodies and leading international researchers and policy makers. Also in October, researchers from the Global Economy and Finance Institute and Development of the IAEA, strengthened the Financial Stability Board (FSB), chaired by the International Monetary Fund, a leading international institution for global governance and multilateral cooperation. Together with the Bank of Mexico and the Bank of Canada, CGI co-sponsored a conference on strengthening the Financial Stability Board (FSB) in April 2012 in Mexico City. Governors of both central banks, along with an impressive group of academics and senior policy makers, attended.

In December 2011, Senior Fellow Debra Steinger attended a special research collaboration, which featured a presentation from then Illuminating the Nuclear Watchdog: Unleashing the Nuclear Watchdog, which offered a new blueprint for sustainable global governance.

CIGI was the Council of Councils’ (CoC) sole member of reporting and type of media outlet. The National Post, the Globe and Mail, the Financial Times, the BBC, and Al Jazeera were among leading international media including the CBC, CTv, and Global News. In 2011, more than 238,000 visitors from 206 countries and territories came to CIGI’s site, a 40 percent increase in traffic to CIGI’s site. CIGI’s Communications team continued to build the audience for its electronic newsletters and monthly newsletters for publications, events and the Africa Portal. This resulted in more than 2,000 new subscribers, largely from international policy organizations, an overall increase of 25 percent.

In January 2012, CGI enjoyed strong representation at the Bridging the Gaps in International Governance, featured prominent bodies and leading international researchers and policy makers.

In 2011-12, CGI and its experts accumulated more than 3,500 mentions in broadcast, print and online media, a 26 percent increase over the previous year. CGI’s special report Unleashing the Nuclear Watchdog: Unleashing the Nuclear Watchdog, which offered a new blueprint for sustainable global governance.

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In early 2012, CGI launched a redesign version of its blog platform, bringing fresh insights from CGI experts to the site. Within the first quarter, the blog section had grown to represent over a quarter of the site’s daily traffic. Another content innovation came in June 2012, when CGI released its first online interactive feature as a supporting element of the special report Unleashing the Nuclear Watchdog. The special feature incorporated highlights from the report, photos, video interviews and a narrative timeline allowing visitors to access content in a new and engaging way. The page garnered nearly 500 visits in its first few weeks, representing views from 50 countries, and continues to draw steady traffic.

CGI also made greater use of the Google Grants program for not-for-profits to increase advertising on the Google search network; organizing its in the first few weeks, representing visitors from 50 countries, and continues to draw steady traffic.

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Knowledge Mobilization

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The Public Affairs team also represented CGI at several international academic and policy conferences in 2011-12: the International Studies Association annual convention in San Diego, the Social Sciences and Humanities Research Council of Canada (SSHRC) Congress of the Humanities and Social Sciences in Waterloo; the annual conference of the Canadian Economics Association (CEA) in Calgary; and the annual meeting of the Academic Council on the United Nations System in New York.

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CIGI Reports and Papers

CIGI published 97 original publications in 2011-12, a significant increase in output over the previous year. Publications of note were: Terence Friel’s special report, Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA, which was released simultaneously as an e-book; the launch of several CIGI-Africa Initiative papers and policy brief series; and the launch of a joint CIGI-BISA policy brief series.

All of CIGI’s papers, policy briefs and special reports undergo Programs-led peer review. Not included in this list are scores of other CIGI written outputs not considered official CIGI publications; these include CIGI experts’ blogs, online interviews and online event reports, which undergo light editing but not formal peer review.

Special Reports
National Perspectives on Global Leadership during the G20: The Cannes Summit, Colin Bradford, 12 countries surveyed
National Perspectives on Global Leadership during the G20: Los Cabos Summit, Colin Bradford, 14 countries surveyed
Dialogue Summary Report: Security Sector Transformation in North Africa and the Middle East, Matt Stohl and Gill Flies
Prescriptions for the G20: The Cannes Summit and Beyond, CIGI Experts

Taking Global Climate Governance Beyond 2012: Reflections on CIGI 10, Mariana Valverde and Jason Blackwood

How Global Watchdogs Missed a World of Trouble
Paul Bloomer (Paper No. 5)

CIGI Policy Briefs
Brand as an Emerging Environmental Donor
Kathryn Hochstetler (Brief No. 21)

This Time It’s Different: Blaming Short Sellers
Pierre Siklos (Brief No. 22)

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA
Terence Friel (Brief No. 23)

Conference Reports
How Are Key 21st Century Powers Arranging Bonanzas—For Competitors, Coexistence or Cooperation?
Denise Lefebvre

Barry Carr and Mikohe Kapil

Consortia for Peaceful Initiative: Managing Regional and Global Security
Paul Harewood, Hikmet Ösp and Melissa Altmann

Can Think Tanks Make a Difference?
Ian Dargin

Post 2015 Goals: Targets and Indicators
Barry Carr and Nicole Bates-Carter

An Unfinished House: Filling the Gap in Global Governance
Max Bonniv and Donal Lunny

Commentaries
Game Changers in Global Security? China Launches Its First Aircraft Carrier
David Dowson

No Fairy Tale at the Cannes G20 Summit
Barry Carr

The G20 Returns to Crisis: Competence, Positive and Negative Implications
Andrew F. Cooper

Giving Up Some Sovereignty is Handled Dc: The Complex Need for Global Economic Governance
Pierre Siklos

What Next for China in the G20—Resetting the Core Agenda
Gregory Chin

The G20 Button Downs the Hatches
David Schwarm

Lagards and the IMF: The Likely Winners of the Cannes G20 Summit
Booma Momm

Greece 2011: Argentina in 2002
Robert Helfrich, Hikmet Ösp and Melissa Altmann

Climate Negotiations after COP 17: The Likelihood of Meaningful Action
Kathryn Hochstetler

A Changing Landscape and Future Portents: Reflections on China, American Business and U.S.-China Relations 10 Years After W T O Accession
Robert Kaptz (G 20 WTO commentary)

UN Panel Calls for Integration of Environmental Interventions
David Dowson

Global Sustainability: Pursuing the_elusive_Potential
Simon Zadek

Honor Lessons for the Euro-Zone
James A. Hay

WTO Breakthrough Changes after Manaus
Debra Seger

Relating Hegel’s Striking the Right Balance Between Financing and Adjustment in International Adjustment
James A. Hay

Russia as a Re-Emerging Donor: Catching Up in Asia
Gregory Chin and Anton Maklin

G20: The Cannes Summit
Barry Carr

Global Imbalances: Beyond the MAF and G20 Steerippling
Gregory Chin

Taking Action to Ensure Food Security: The Responsibilities of G20 Leaders
Jennifer Clapp

Employment and Fiscal Sustainability: Time for a G20 Business Pact
David Schwarm

Fighting Corruption: G20 Actions Support Global Movement
Andrew F. Cooper

Reforming the International Trade Regime: Has the World Forgotten?
John Honig

China in the Current Financial Turmoil
Gregory Chin

Should We Be Feeling Secure? The Limits of International Regulatory Reforms
Eric Hohnor

Inclusion vs. Exclusion: Addressing the Problem of Legitimacy
Denise Lefebvre

G20 Summary: The Need for Global Policy Leadership
Colin Bradford

Beyond Cannes: Looking Ahead to 2012 and Mexico
Barry Carr

Commentary Series: Perspectives on the G20: The Los Cabos Summit
James A. Hay

The Evolving Role of the G20
Colin Bradford

Global Imbalances
James A. Hay

Economic Challenges at Los Cabos
James A. Hay

Los Cabos and Jumex Change: The Art of the Possible
Barry Carr

Economic Reforms
Colin Bradford

Structural Reforms: Key to G20 Success
David Schwarm

Fundamentals Lost: Failure of Policies and Governance to Promote Economic Growth
Pierre Siklos

IMF Reform
Tomas A. Remes

Commentary Series: G20 Rapid Responses

Moving the Global Governance Dilemma from G20 Versus Accountability to a Rebalancing of Pride and Generosity
Andrew F. Cooper

Message Received: Will It Be Headed?
James A. Hay

The G20 and Climate Change
Barry Carr

Progress Slow, but Los Cabos Keeps Innovation in Global Governance Moving Forward
Colin Bradford

View from the Ground at the Los Cabos Summit
Colin Bradford
Feeding the World: Demographic Growth and Its Challenges
ADBI-CIGI session at The International Economic Forum of the Americas, Conference of Montreal with James A. Huyck, Chung-Soo Oh, Claudia Ringler, Paul R. Samson and Sergio Zueras, Montreal, Canada, June 12, 2012

New Pathways to Success
Yousef Butt, May 23, 2012

Use of Space for Future Generations keynote address

Indefensible Missile Defence
James Blight, Janet Lang, Hossein Mousavian and Iran and the West: A Dialogue of Ambassadors

Means of Transformation
Saudi Arabia in the 21st Century: Dialogue as a W eapon

W ang, March 19, 2012

Joseph Fewsmith, Gregory Chin and Hongying Development

The 18th Party Congress: Implications for China’s Governance Blueprints from Global Leaders

Dr. James Orbinski, September 22, 2011

Humanitarianism and Good Global Governance

Ernesto Zedillo, Paul Martin and Chrystia Freeland Governance Blueprints from Global Leaders

Orbinski joined CIGI as director of the Africa Initiative and was named CIGI Chair in Global Health. In September 2011, Dr. James Orbinski spoke on international humanitarianism. Later in 2012, Orbinski joined CIGI as director of the Africa Initiative and was named CIGI Chair in Global Health.

CIGI made full use of the new 250-seat CIGI Auditorium in 2011-12, with many public events that were also live webcast to reach a global audience.

In September 2011, Dr. James Orbinski spoke on international humanitarianism. Later in 2012, Orbinski joined CIGI as director of the Africa Initiative and was named CIGI Chair in Global Health.

US Ambassador to Canada David Jacobson, left, spoke on the Canada-US partnership in February 2012. The following month, his Brazilian counterpart Osamah Al Sarosi Ahmad spoke on his country’s transformation in the twenty-first century.

Visual artist Daisy Rockwell, left, and global security expert C. Christine Fair held a public discussion at CIGI in January 2012, following Rockwell’s talk on her newsmaker portraiture.

From left, Balsille School Professor Janet M. Lang, former Iranian Ambassador Hossein Mousavian, former US Ambassador Thomas R. Pickering and CIGI Chair in Foreign Policy Development, James A. Huyck, speaking at a roundtable on Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA. April 26, 2012

Borderless Issues: National Identity in World News Coverage

CIGI discussion for journalists with Prof. Craig Banner, Tony Burman and Diana Swain, April 20, 2012

Broadcasting Revolution: How Media Have Influenced the Arab Uprisings

Habib Bataa and Bessma Momani, June 14, 2012

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA

Trevor Findlay, June 21, 2012

From Race to Water Region: Advancing Our Inclusive Growth

Amelia Clarke, Craig Haney, Matthew J. Hoffmann Consultations

Meeting with the Director of the UN Office for the Coordination of Humanitarian Affairs

Brasilia, Brazil, May 24, 2012

Meeting with Embassy of China delegation

Montevideo, Uruguay, May 14, 2012

Meeting with MercoNet

Montevideo, Uruguay, May 14, 2012

Meeting with Caribw region


Meeting with the University of Brasilia, Institute of International Relations

Brasilia, Brazil, May 23, 2012

Meeting with Minister of the Agência Brasileira de Cooperação (Brazilian Cooperation Agency)

Brasilia, Brazil, May 23, 2012

Meeting with International Policy Center for Inclusive Growth, United Nations Development Programme

Brasilia, Brazil, May 22, 2012

Meeting with Ministry of Health, International Affairs Office

Brasilia, Brazil, May 23, 2012

Meeting with Embassies, Brazilian Agricultural Research Corporation, Secretariat for International Affairs

Brasilia, Brazil, May 23, 2012

Meeting with World Food Programme —Centre of Excellence against Hunger

Brasilia, Brazil, May 24, 2012

Field visit to Banco de Leite Humano (Human Milk Bank)

Washington, DC, United States, June 25, 2012

Meeting with Embassy of China delegation

June 6, 2012

Hosted luncheon for Governor General’s Canadian Leadership Conference

June 7, 2012

Meeting with B. Hov, Kevin Rudd, former Prime Minister of Australia

July 24, 2012

Publication launches

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA

Trevor Findlay and Elena Sokova, Vienna, Austria, June 13, 2012


Trevor Findlay, Waterloo, Canada, June 23, 2012

Chantal de Jure-Oudendijk and Trevor Findlay, Washington, DC, United States, June 25, 2012

Trevor Findlay, Ottawa, Canada, July 10, 2012

Community events

CIGI Campus Celebration featuring K’naan

September 16, 2011

CIGI and CIGI Campus Open House (Doors Open Waterloo Region)

September 17, 2011

The IAEA and Fukushima: Best Last Plans, Reality and Disasters - How to Deal with the New Issues

Trevor Findlay, Belle Center for Science and International Affairs, Harvard University, Cambridge, United States, March 29, 2012

The accompanying summary financial statements, which comprise the balance sheet as at July 31, 2012 and the summary statement of revenue, expenses and changes in fund balances for the year then ended, and related notes, are derived from the audited financial statements of The Centre for International Governance Innovation and Management for the year ended July 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated November 9, 2012. 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 audited financial statements, in accordance with Canadian generally accepted accounting principles.

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 801, “Engagements to Report on Summary Financial Statements.”

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of The Organization at, and for, the year ended July 31, 2012, are a fair summary of those financial statements, on the basis described in the Notes.

Seamus LDP
Licensed Public Accountants
Toronto, Ontario, November 9, 2012

Notes

The Centre for International Governance Innovation (the “Organization”) follows the restricted fund method of accounting for contributions. The Organization has the following restricted funds:

Long Term Endowment, Capital, Africa, John Holmes, Decade, and Campus.

Resources contributed for endowment are included in the Long Term Endowment 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. Income earned on resources of the Long Term Endowment 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 John Holmes Fund is focused on funding the operations of the library.

The Decade Fund is dedicated to 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 Fund is an Organization initiative in collaboration with provincial and federal governments designed to bring together advanced graduate schools and programs. One such initiative is the newly established Baldridge School of International Affairs. Other initiatives are currently being developed by the Organization. As an umbrella of different schools and programs, the Campus will cultivate an interdisciplinary learning environment focused on developing knowledge of global issues.

### SUMMARY BALANCE SHEET AS AT JULY 31, 2012

<table>
<thead>
<tr>
<th>Description</th>
<th>Sub Total</th>
<th>Africa</th>
<th>University of Hamilton</th>
<th>Decade</th>
<th>Campus</th>
<th>2012 Total</th>
<th>2011 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
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</tr>
<tr>
<td>Cash and Cash Equivalents</td>
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<td>$238,685</td>
<td>$2,319,754</td>
<td>$173,674</td>
<td>$575</td>
<td>$727,619</td>
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<tr>
<td>Accounts Receivable</td>
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<td>Accounts Payable</td>
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<tr>
<td>Cash and Cash equivalents</td>
<td>$1,531,089</td>
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<td>$575</td>
<td>$727,619</td>
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<tr>
<td>Other Current Assets</td>
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<tr>
<td>Prepaid Expenses</td>
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<tr>
<td>Prepaid Expenses</td>
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<td>Current Liabilities</td>
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<tr>
<td>Accounts Payable and Other</td>
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<tr>
<td>Current Portion of Long Term Liability</td>
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<tr>
<td>Unearned Loss on Financial Contract</td>
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<tr>
<td>Long Term Liabilities</td>
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</tr>
<tr>
<td>Total Assets</td>
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<td></td>
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<td>$2,319,754</td>
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### SUMMARIZED STATEMENT OF REVENUE, EXPENSES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED JULY 31, 2012

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### SUMMARY STATEMENTS — SUMMARY STATEMENTS
A snapshot of CIGI personnel as of July 31, 2012.

Operating Board of Directors

Jim Balsillie, Chair of the Board
Scott Burk, Treasurer
C. Scott Clark
Arif Lalani
Maureen O’Neil
Andrés Rozental

International Board of Governors

Jim Balsillie
Jorge Braga de Macedo
Ahmed Galal
Maureen O’Neil
Andrés Rozental
Diana Tusie
Ngaire Woods

Senior Management

Rohinton P. Medhora
President
David Dewitt
Vice President of Programs
Mohamed Hamoodi
Vice President of Government Affairs
Fred Kuntz
Vice President of Public Affairs
Mark Menard
Senior Director of Finance
James A. Haley
Director of Global Economy Program
Fen Osler Hampson
Director of Global Security Program
Nelson Sewankambo
Director, Africa Initiative
Susan Hirst
Human Resources Manager
Brenda Woods
Executive Assistant to the President

Fellows

Mannohan Agarwal
Senior Visiting Fellow
Thomas A. Bernes
Distinguished Fellow
Paul Blustein
Senior Visiting Fellow
Colin Bradford
Senior Fellow
Barry Carin
Senior Fellow
Gregory Chin
Senior Fellow and China Research Chair
Andrew F. Cooper
Distinguished Fellow
Trevor Findlay
Senior Fellow
Louise Fréchette
Distinguished Fellow
Fen Osler Hampson
Distinguished Fellow
Paul Heinbecker
Distinguished Fellow
Jorge Heine
Distinguished Fellow
Keith W. Hipel
Senior Fellow
Paul Jenkins
Distinguished Fellow
Bessma Momani
Senior Fellow
David Rumnants
Distinguished Fellow
Susana Schadler
Senior Visiting Fellow
Daniel Schwanen
Senior Fellow
Pierre Siklos
Senior Fellow
Gordon Smith
Distinguished Fellow
Debra Steger
Senior Fellow
John Walley
Distinguished Fellow

Staff

Agata Ankiewicz
Senior Researcher
Bryan Atcheson
Event Coordinator
Andrew Best
Research Coordinator, Africa Initiative
David Betke
Building Operator
Anne Blayney
Event Coordinator
Carol Bonnett
Managing Editor, Publications
Greg Brennan
Director of Facilities
Chantal Bugaje
Receptionist
Steve Cross
Media Designer
Brandon Carrie
Project and Publications Editor, Africa Portal
Kevin Dias
Communications Specialist
Peggy Dix
Director of Accounting
Colleen Fitzpatrick
Community Relations and Events Manager
Lynn Fullerton
Accounting Specialist
Daniel Goetz
Research Assistant
Jennifer Goyder
Publications Editor
Robert Harvey
Driver/Facilities Assistant
Brad James
Network Support Specialist
Lauren Judge
Office Manager, Balsillie School of International Affairs
Meagan Kay
Research Officer, Global Development
Declan Kelly
Communications Specialist
Amanda Kristensen
Research Officer
Edmond Kwan
Network Specialist
Michael Lawrence
Research Officer Intern
Deanne Leifso
Project Officer, G20
Kately Lorimer
Public Affairs Coordinator
Kristine Lougas
Online Editor
Alicia MacFadden-Jutzi
Executive Assistant to the Vice President of Government Affairs
Haley MacKinnon
Project Coordinator, Africa Initiative
Joanna Mirek
Research Support Specialist
Annie Monteiro
CIGI Campus Receptionist
Cris Nascu
Technical Team Lead
Levi Oakes
Technical Support Technician
Simon Palmar
Research Assistant
Natasha Scott
Web Developer
Erica Shaw
Program Manager, Africa Initiative
Gloria Song
Event Coordinator
Jennifer Spencer
Research Librarian
Alexandra Stephenson
Executive Assistant to the Vice President of Programs
Som Tsoi
Digital Media Manager
Kristopher Young
Multimedia Editor
John Zelenbaba
Student Research Assistant
Sonya Zikic
Publications Editor