

Evaluation of the Centre for International Governance Innovation

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List of Abbreviations and Acronyms

APFC	Asia Pacific Foundation of Canada
BSIA	Balsillie School of International Affairs
CGD	Center for Global Development
CIC	Canadian International Council
CIDA	Canadian International Development Agency
CIGI	Centre for International Governance Innovation
DFAIT	Department of Foreign Affairs and International Trade
HCA	Harry Cummings and Associates
HKIMR	Hong Kong Institute for Monetary Research
IBG	International Board of Governors
INET	Institute for New Economic Thinking
KII	Key Informant Interview
NPSIA	Norman Paterson School of International Affairs
OB	Operating Board of Directors
PLM	Program Logic Mode
SAIIA	South African Institute of International Affairs
UW	University of Waterloo
WLU	Wilfrid Laurier University

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The Project Steering Committee played an important role in the evaluation, we would like to thank them for their contribution and guidance to the evaluation and the final evaluation report.

Staff and Board Members of CIGI participated in lengthy interviews, in addition to providing the evaluation team with valuable information. It is clear that the staff and board are passionate about CIGI and their work. In particular, we'd like to thank Brenda Woods for setting up many of the interviews in Ottawa, Washington, and New York.

We also thank those who completed key informant interviews, on-line surveys, and the participants of the Delphi panel. Most of the key informant interviews were done in person and we are grateful for their time. They often spoke openly and enthusiastically about CIGI and its work.

We would like to especially thank Erica Shaw, Manager of Planning and Evaluation, CIGI. We are extremely grateful to Erica for setting up interviews, organizing Steering Committee meetings, and countless other tasks she completed as part of the evaluation.

This report would not have been possible without the research support and total commitment of Shannon McIntyre, Consultant at HCA, who worked tirelessly and efficiently on all aspects of the evaluation.

The evaluators remain responsible for any errors or omissions.

EXECUTIVE SUMMARY -----

The Centre for International Governance Innovation

The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank on international governance, based in Waterloo, Canada. Led by experienced practitioners and distinguished academics, CIGI supports research, forms networks, advances policy debate, and generates ideas for multilateral governance, policy relevant improvements. CIGI was created in 2001 through a \$30M endowment, from Jim Balsillie and Mike Lazaridis. Matching funds were received in 2003 from the Government of Canada, through the Department of Foreign Affairs and International Trade. Further support for CIGI includes funding from the Ontario Government, as well as private and corporate donors.

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

- a) Supporting excellence in policy-related scholarship on the system of multilateral financial and economic governance by funding research programs of recognized experts, scholars and practitioners, in the field of multilateral governance;
- b) As an overall goal, link the most innovative and international minds in dynamic groups that would include combinations of disciplines, such as lawyers, bankers, development practitioners, economists, security specialists and policy-makers, to discuss multi-dimensional problems related to economic and international governance;
- c) Through conferences, workshops, retreats, special lectures, papers and targeted research, building collaborative links among international researchers and shaping the dialogue among scholars, opinion leaders and key policy makers internationally;
- d) Supporting an agenda of research excellence, helping to strengthen Canadian and international institutions, and playing a leading role in defining and proposing solutions to problems of international financial and economic governance;
- e) Creating an important national networking system, including cross-accreditations between the Centre and Canadian universities, and having nation-wide influence reaching far beyond Waterloo and Southern Ontario;
- f) Given the Centre's specific niche and its focus on peer-reviewed excellence, building on Canadian capacity and serving as a catalyst to attract Canadian scholars or convince them to return or remain in Canada to pursue their research; and
- g) Supporting other activities consistent with the purposes of the Fund as set out in this Agreement and the Government's intentions in making a grant as they are set out in this Agreement's preamble.

The Evaluation

The evaluation focused on measuring the overall relevance and performance of CIGI in achieving results in the seven activity areas outlined in Article 5.3 of the Funding Agreement with the Government of Canada, as listed above.

The evaluation is expected to measure the ongoing relevance and performance of CIGI's activities by identifying and measuring their impacts and effects. The evaluation also assessed the performance of CIGI operations in support of these activities. The following specific questions were addressed:

- i. Are the most appropriate and efficient means being used to achieve outcomes, relative to alternative design and delivery approaches?
- ii. Is the policy program or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? Is the policy program or initiative making progress toward the achievement of the long-term outcomes?

The issues of relevance and performance were assessed vis-à-vis the overall mandate, purpose, objectives and success of CIGI. In addition, the evaluators were asked by the Steering Committee to evaluate the Centre on the following areas:

- iii. Whether CIGI is on track to effectively deliver on its mandate, and what needs to be either reinforced or modified in this respect relative to current CIGI practices;
- iv. Assess the progress towards meeting the recommendations offered in the last independent evaluation of CIGI conducted in 2008;
- v. Assess the effectiveness of CIGI's current board governance structure.

Findings

Finding One: CIGI has been actively involved in key global governance debates at the highest levels.

- It was found that CIGI's work on the G20/Think20 has been recognized as very important to many.
- In addition to the G20/Think20 CIGI has completed an estimated 82 high level briefings, including high levels of government, between 2007 and 2012.

Finding Two: CIGI has strong convening power.

- CIGI has several strong partnerships in Kitchener-Waterloo, across Canada and globally.
- CIGI's power to convene has benefitted multiple stakeholders including the Institute for New Economic Thinking (INET), the Balsillie School of International Affairs (BSIA), and the University of Waterloo and Wilfrid Laurier University.
- The CIGI Campus (headquarters and the Balsillie School) infrastructure and communications supports the convening power.

Finding Three: CIGI has significant resources that support innovative research, but research capacity is not as strong as expected.

- CIGI has significant resources, including financial, infrastructure, and human capital that support innovative research, but research capacity is not as strong as expected.
- There is insufficient in-house research capacity to adequately fulfill CIGI's mandate to be a world leader in research and analysis.
- The recent staffing initiatives aim to address this issue, but there has been a significant under-spending of the research budget.

Finding Four: **Overall, CIGI has been operating at the lower end of the efficiency range compared to other think tanks. With respect to research a smaller percent of total budget is being spent on research.**

- The research staff has fallen as a share of total staff over the last five years.
- The CIGI senior management team has had to focus on non-research activities including the construction of the Balsillie School and the negotiations over the establishment of an International Trade and Law Program, rather than supporting the research priorities.
- Positively, CIGI compares favourably in some efficiency areas, such as governance structure and board size.

Finding Five: **Think tanks are an important source of independent thinking.**

- Think tanks were found to be especially important for Canadian academics, policy makers and diplomats.
- Students and NGOs regularly use material produced by think tanks, or CIGI specifically, in their own work or in policy debate.

Finding Six: **CIGI's research themes vary in relevance.**

- The Global Economy theme is highly relevant among key informants and survey respondents.
- The Global Security theme has mixed relevance, sometimes viewed in competition with Global Economy.
- The Global Development theme is relevant to a global audience. CIGI ranked 20th in the McGann Top Thirty International Development Think Tanks.
- The Environment and Energy theme is not as relevant as other research themes for key informants and survey respondents.

Finding Seven: **CIGI's research projects cut across research themes.**

- INET and Think 20 clearly support the Global Economy theme as well as others.
- The work done under the Global Security theme is expanding with the hiring of a CIGI lead in this area.
- The Africa Initiative has new lead and may be adding security to its areas of support.
- Other security and economy related issues may warrant support including energy, climate change and internet governance for example.

Finding Eight: Not all of CIGI's projects fit squarely within the mandate.

- Interviewees were largely unaware of CIGI's research direction suggests that CIGI's focus is too broad and that some projects are only loosely related to the governance innovation mandate.
- The standalone Africa Initiative is not seen as related to CIGI's mandate, though there is acknowledgement of the initiative's separate funding and potential contribution.
- The lack of research focus is mirrored by a lack of organizational identity.

Finding Nine: CIGI's presence in Ottawa is important.

- The support of the Federal Government is necessary in providing CIGI with credibility and support on a global level.
- CIGI's presence in Ottawa is necessary to develop and maintain ties to the Federal Government and important stakeholders in the global governance arena.

Finding Ten: CIGI has made significant progress implementing recommendations from the 2008 evaluation.

- There were six recommendations from the 2008 evaluation. Since that time, CIGI has made significant progress in implementing them all.

Finding Eleven: CIGI's governance model has changed and the current structure has improved CIGI's operations and governance.

- The current model allows a closer alignment of the Operating Board (OB) and the International Board of Governors (IBG).
- Board members generally feel engaged with CIGI decision-making.
- Board management of endowment has been solid with ROI exceeding market average in last few years.

Summary of Findings

To summarize the findings of the evaluation, the five questions outlined in the Funding Agreement, on page v:

- i. The focus on research and policy outcomes has been diminished in the last five years by pressures associated with the construction of the new CIGI campus and governance matters associated with the Balsillie School of International Affairs. Recently efforts have been made to improve efficiency as other issues have been resolved. The most appropriate tools are being used but need to be deployed more efficiently and effectively.
- ii. CIGI is making progress toward long term outcomes. It is managing its research budget carefully, producing a reasonable array of outputs and outcomes, and has established a presence in Canada and beyond. Its public private sponsorship model remains in place and is a solid base for the future. Strategic planning is being used as a tool to help it achieve its goals and objectives.
- iii. CIGI is back on track to deliver on its mandate having been slowed down by staff turnover, governance issues and the launch of new initiatives and partnerships.
- iv. CIGI has acted on all the recommendations of the 2008 evaluation, except for that related to the establishment of a results based management and evaluation plan. The latter item is on the work plan for the next year and has been facilitated by the appointment of a staff member responsible for evaluation.
- v. There has been a major downsizing of the International Board of Governors and evidence of a clearer focus within the Operating Board. This is working more effectively and additional changes are recommended in the relationship between the two boards

Recommendations

Recommendation One: It is recommended that CIGI explore ways to increase research capacity through better utilization of existing resources and the addition of new research positions.

Recommendation Two: It is recommended that CIGI senior managers should ensure greater collaboration between researchers, Fellows, and senior managers by facilitating discussions on expectations, roles, research involvement and synergies. CIGI Chairs could also be brought into these discussions while fully respecting their

- academic freedom. Agreeing on foci and a communication strategy with respect to this would be a desirable outcome.
- Recommendation Three:** It is recommended that CIGI implement project selection and budget allocation and reporting procedures which ensure a closer focus on mandate.
- Recommendation Four:** It is recommended that CIGI develop an evaluation plan, including a performance management framework.
- Recommendation Five:** It is recommended that CIGI develop a strategy for the optimal use of the highly praised physical infrastructure of the CIGI Campus to better support the think tank.
- Recommendation Six:** It is recommended that CIGI develop an innovation strategy that includes significant support for young scholars and new ideas on the global governance agenda.
- Recommendation Seven:** It is recommended that CIGI move to a single, integrated, diverse board with an appropriate balance to ensure complementary knowledge sets.

1.0 INTRODUCTION-----

1.1 The Centre for International Governance Innovation

The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank on international governance, based in Waterloo, Canada. CIGI was created in 2001 through a \$30M endowment, including \$20M from Jim Balsillie and \$10M from Mike Lazaridis, former co-CEOs of the Waterloo-based firm, BlackBerry (previously Research In Motion). Matching funds were received in 2003 from the Government of Canada, through the Department of Foreign Affairs and International Trade (DFAIT). Further funding support for CIGI includes \$17M received in 2007 from the Ontario Government, and matched by Balsillie; and \$50M for the CIGI Campus (including the Balsillie School of International Affairs (BSIA)) \$25M from Industry Canada's Knowledge Infrastructure Program (2009) with the remainder coming from provincial sources. Additional donations have been received from private and corporate sources.

As documented in the Funding Agreement with the Government of Canada, through DFAIT, CIGI is intended to foster improvements in multilateral economic and financial governance. It is expected that improved multilateral governance will advance the Canadian government's interest the achievement of a more prosperous, sustainable, equitable and peaceful world. Section 9.1 of the Funding Agreement stipulates that CIGI complete an independent third-party evaluation of its activities no later than March 31, 2008, and every five years thereafter. The first independent evaluation was completed in March 2008.

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

- a) Supporting excellence in policy-related scholarship on the system of multilateral financial and economic governance by funding research programs of recognized experts, scholars and practitioners, in the field of multilateral governance;
- b) As an overall goal, link the most innovative and international minds in dynamic groups that would include combinations of disciplines, such as lawyers, bankers, development practitioners, economists, security specialists and policy-makers, to discuss multi-dimensional problems related to economic and international governance;
- c) Through conferences, workshops, retreats, special lectures, papers and targeted research, building collaborative links among international researchers and shaping the dialogue among scholars, opinion leaders and key policy makers internationally;
- d) Supporting an agenda of research excellence, helping to strengthen Canadian and international institutions, and playing a leading role in defining and proposing solutions to problems of international financial and economic governance;
- e) Creating an important national networking system, including cross-accreditations between the Centre and Canadian universities, and having nation-wide influence reaching far beyond Waterloo and Southern Ontario;

- f) Given the Centre’s specific niche and its focus on peer-reviewed excellence, building on Canadian capacity and serving as a catalyst to attract Canadian scholars or convince them to return or remain in Canada to pursue their research; and
- g) Supporting other activities consistent with the purposes of the Fund as set out in this Agreement and the Government’s intentions in making a grant as they are set out in this Agreement’s preamble.

In early 2013, an Evaluation Steering Committee was formed in order to complete a second, 5 year, independent evaluation. Steering Committee members included the CIGI President, VP Public Affairs, VP Programs, Senior Director of Finance, and Manager of Evaluation and Planning, along with two representatives of DFAIT- Deputy Director (Outreach), Policy Research Division, and Senior Evaluation Manager, Evaluation Division. The Committee developed Terms of Reference and contracted two evaluation specialists to undertake the evaluation: Dr. Harry Cummings (University of Guelph) and Dr. Paul Bowles (University of Northern British Columbia).

1.2 CIGI Founding Principles and Mandate

Founding Principles

CIGI was founded in 2001 with a vision to address the world’s most pressing problems on an international stage and to build capacity in Canada. CIGI founder, Jim Balsillie, looked to create an institution to develop ideas and provide policy advice on global issues in governance and multilateral institutional reform. The creation of CIGI reflected a growing recognition that the international community was globalizing not only economically, but also in relation to many of the problems faced around the world—problems that could not be solved on a national basis, but required global cooperation and concerted multilateral effort. The landscape of institutions and processes of international politics were regarded as insufficient for the purpose of meeting global challenges.

Originally named the New Economy Institute, the resulting think tank was renamed in 2002 to clarify its focus and mission. CIGI’s stated mission is to “build bridges from knowledge to power, by conducting world-leading research and analysis, and influencing policy makers to innovate.” At the time of the federal funding announcement, in 2003, it was stated that CIGI would provide coherence, focus and voice to the best minds in the world on the global economy. It was envisioned that CIGI would be part of crafting new rules of the game with respect to the global economy.

CIGI, Balsillie and the provincial government co-funded the 2004 creation of IGLOO (International Governance Leaders and Organizations Online), a networking venture that later became incorporated. CIGI also played a role in the transformation of the Canadian Institute of International Affairs into the Canadian International Council. In 2007, CIGI partnered with the

University of Waterloo (UW) and Wilfrid Laurier University (WLU) to launch the BSIA. In 2009, CIGI announced plans for the new CIGI Campus in Waterloo, housing CIGI and the BSIA.

CIGI's mandate is driven by a series of questions around the future of global society, recognizing that there are large concerns that cannot be addressed by a single sovereign state government. As articulated by past CIGI President, Thomas Bernes, "CIGI is the first major Canadian effort to promote research and dialogue on global governance challenges that are central to Canada's future prosperity." CIGI's research programs identify the areas in which the world faces its greatest challenges, both now and over the coming decades. CIGI acknowledges that global issues are complex and interdisciplinary, and so it has built its research program on four key areas—Global Economy, Global Security, Environment and Energy, Global Development—that overlap and encourages researchers to collaborate across program areas.

CIGI entered its second decade in 2011 with a renewed vision and mission articulated in the 2010-2015 strategic plan, and prospects for advancing significant new ideas but still underpinned by the fundamental belief of increasing prosperity, sustainability and security for all of humanity. In its tenth anniversary year, CIGI formed an important partnership with the Institute for New Economic Thinking (INET), based in Washington DC. As CIGI President, Rohinton Medhora, reflects, "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 the practical world of policy making, and one that is building a track record of impact and influence."

Mandate

The Centre for International Governance Innovation 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.

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.

1.3 CIGI Logic Model

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

The logic model for CIGI, presented as Figure 1, provides a framework for the evaluation. Moreover, the logic model can be used to identify gaps in data that need to be addressed in order to facilitate future evaluation work and improve results based management of CIGI programs. It provides a base for the recommended evaluation plan and performance management plan for CIGI, to be developed. Given the many factors influencing outcomes in the long term, it is suggested that future evaluation and reporting systems focus on outputs and short term outcomes that contribute to ultimate outcomes.



Figure 1: CIGI Logic Model

1.4 Organization of the Report

The report consists of an introduction, and four major sections. Following the introduction, the report begins with an overview of the methodology used for the evaluation, including qualitative and quantitative sources of evidence. The findings of the evaluation are found in Section 3. Sections 4 and 5 provide conclusions and the recommendations to CIGI on future directions suggested by these conclusions. Appendices are provided following the report.

1.5 Terms of Reference

The evaluation focused on measuring the overall relevance¹ and performance² of CIGI in achieving results in the seven activity areas outlined in Article 5.3 of the Funding Agreement with the Government of Canada.

The evaluation measured the ongoing relevance and performance of CIGI's by identifying and measuring their impacts and effects. The evaluation assessed the performance of CIGI operations in support of these activities. The following specific questions were addressed:

- Are the most appropriate and efficient means being used to achieve outcomes, relative to alternative design and delivery approaches?
- Is the policy program or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? Is the policy program or initiative making progress toward the achievement of the long-term outcomes?

Further, the issues of relevance and performance were assessed vis-à-vis the overall mandate, purpose, objectives and success of CIGI. In addition, the evaluators were asked by the Steering Committee to evaluate the Centre on the following areas:

- Whether CIGI is on track to effectively deliver on its mandate, and what needs to be either reinforced or modified in this respect relative to current CIGI practices.
- Assess the progress towards meeting the recommendations offered in the last independent evaluation of CIGI conducted in 2008.
- Assess the effectiveness of CIGI's current board governance structure.

The Terms of Reference was reviewed and accepted by the Evaluation Steering Committee and the Evaluation Team.

1.6 Limitations of the Evaluation

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

¹ the extent to which a program addresses a demonstrable need, from the Treasury Board of Canada Secretariat, Policy on Evaluation, 2013

² the extent to which effectiveness, efficiency and economy are achieved by a program, from the Treasury Board of Canada Secretariat, Policy on Evaluation, 2013

1. As with all evaluation work that employs mixed methods, information provided by key informants and survey respondents reflects opinions and perceptions. Comparative analysis of findings from a variety of sources provides the basis for the conclusions reached in this evaluation.
2. Given the nature of think tanks, *economy*³, a component of performance, cannot easily be measured. Like most think tanks CIGI does not allocate staff salary to projects. In order to at least partially overcome this limitation, data obtained for four other think tank organizations provides a basis for comparison.
3. Several confounders were identified by the evaluators that make it difficult to separate CIGI's influence from that of others, as part of the evaluation. These include: research by other think tanks, global crises, natural disaster, staff turnover, financial instability, political change, and changing human condition.

³ Economy is achieved when the cost of resources used approximates the minimum amount of resources needed to achieve expected outcomes, from the Canadian Treasury Board Secretariat, Policy on Evaluation, 2013.

2.0 METHODOLOGY -----

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

Methods used to conduct the evaluation were presented by the evaluators and approved by the Steering Committee included:

- Review of CIGI documents including, annual reports, funding agreements, CIGI strategic plans, and CIGI publications;
- Key informant interviews (KII) in Waterloo, Ottawa, Washington, D.C., New York City, Vancouver, and over the telephone with informants around the world;
- On-line survey distributed to CIGI newsletter subscribers (CIGI general newsletter, CIGI events, CIGI publications, Africa Portal) and attendees of the CIGI annual conferences (2008-2012);
- Delphi panel of 5 experts.

2.1 Quantitative Data

2.1.1 Online Survey

An online survey was developed as part of the evaluation. This provided an effective method of obtaining feedback within a short timeframe from individuals around the world. Surveys were sent to those who had received one or more CIGI newsletters or attended an Annual CIGI Conference between 2008 and 2012, utilizing e-mail lists that were already available from CIGI. Two reminder emails (one week apart, following the initial survey request) were sent to the subscription email lists that individuals are able to sign up for from the CIGI website, to encourage individuals to complete the survey. The survey questions, and a summary of responses can be found in Appendix B.

This is not a random sample of respondents, rather the responses from people willing to take the time to complete the questionnaire. If respondents were randomly selected, approximately 350 completed surveys would be required to be representative at the 95% confidence level, 5% confidence interval, generally used. There were 493 completed surveys, 350 would have been necessary for a random sample.

The responses to this survey were analyzed using SPSS, a statistical analysis software. For the purpose of analysis, for all questions, the staff responses were removed. In the tables provided in Appendix B valid response refers to the number of individuals who responded to the question and missing values indicates no response. The percentages indicated are from those who responded to the questions.

2.1.2 Quantitative Document Review

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

- Financial data from the 2008-2012 Annual Reports;
- Data on the costs, outputs and outcomes for selected projects;
- Data on numbers of staff and full-time equivalents (FTEs), and;
- Data on press coverage and CIGI-related clippings.

These were reviewed and used as supporting evidence for findings.

2.2 Qualitative Evidence

2.2.1 Qualitative Document Review

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

- CIGI Annual Reports for 2008, 2009, 2010, 2011 and 2012;
- CIGI Strategic Plan (2010-2015);
- C.V.s of 12 CIGI staff members;
- Memorandums of Understanding from 20 different CIGI partners;
- Background material from various sources relating to the establishment of the Balsillie School of International Affairs;
- All of the CIGI-related publications that were made available to the evaluation team, including:
 - 56 Books published since 2002;
 - 35 Conference Reports between 2008 and 2012;
 - 35 CIGI Policy Briefs between 2008 and 2012;
 - 104 CIGI Papers between 2008 and 2012;
 - 27 CIGI Special Reports;
 - Media and newsletters releases from CIGI between 2008 and 2012.

2.2.2 Key Informant Interviews

Approximately 65 open-ended interviews with 62 key informant respondents (some were interviewed twice) were completed. The majority of interviews were conducted in person at locations in Waterloo, Ottawa, New York City and Washington D.C. About a third of the respondents were contacted by telephone in other centres, both in Canada and abroad. The open ended interview, using a key informant interview guide, provided in Appendix A, developed from the evaluation matrix, provided an in-depth perspective on many aspects of CIGI and its network. These confidential interviews identified a number of themes that are addressed in this report.

The respondents included: CIGI staff; members of the Operating Board of Directors; members of the International Board of Governors; CIGI Research Fellows; CIGI Chairs; representatives of

interested federal government departments (DFAIT, CIDA); as well as a variety of interested academic institutions and think tanks observers.

The two evaluators conducted the majority of interviews with CIGI staff and boards in Waterloo together. Interviews with CIGI Chairs and Fellows, and additional interviewees were completed independently using the same KII Guide approved by the Evaluation Steering Committee.

The degree of convergence reflected in key informant responses was so high that later interviews (except those conducted with CIGI officials on matters of fact) yielded rapidly diminishing marginal returns. This is evidence that the information obtained through the KIIs is a valid and reliable indicator of the dominant opinions of interested constituencies and stakeholder groups.

2.2.3 Delphi Panel

A Delphi panel was also completed as part of the evaluation. The Delphi panel was completed using a standard approach, experts were selected and provided with questions in three rounds. After each round, the evaluator provided anonymous summary of the experts' responses from the previous round as well as the reasons they provided the response. Experts were encouraged to review their previous answers in response to the replies from other participants in the panel, in hopes of concluding with a convergence of responses. For the purpose of the evaluation, five panelists were selected from a variety of interested stakeholder groups, including think tanks, government parties, and academic institutions. Questions and the summary of the Delphi panel are provided in Appendix C.

2.2.4 Comparative Think Tank Analysis

A comparative analysis of four think tanks in North America – Asia Pacific Foundation of Canada, C.D. Howe, Center for Global Development, and the Fraser Institute, was completed to compare their respective budgets, staff, outputs, web traffic and social media to that of CIGI. The four think tanks used for comparison were selected by the Evaluation Team with guidance from the Evaluation Steering Committee. Results from the comparative analysis is found in Section 3.

3.0 FINDINGS -----

The findings of the evaluation were divided in four major categories, as set out in the Terms of Reference- Performance; Relevance; Response to the 2008 Evaluation; and, Governance and Organizational Structure. There were eleven major findings from the evaluation, all outlined in Section 3, under the respective categories.

3.1 Findings: Performance

Performance has been defined as the extent to which effectiveness, efficiency and economy are achieved by a program. The focus here has been on efficiency and effectiveness.

Finding One: CIGI has been actively involved in key global governance debates at the highest levels.

CIGI has been involved in key global governance debates at the highest levels. CIGI was well positioned to provide research support and strategies to the key partners involved in establishing the G20. Subsequently CIGI provided resources and support to the G20 meetings and briefings at the staff and ministerial level. More recently, CIGI has been an important partner in the establishment of the Think20, a group of global think tanks supporting the G20. It was reported by key informants that CIGI played an important role in the organization of the G20 Mexico and London meetings. With the G20 now firmly established as a forum, CIGI is in the process of identifying similar and related areas in which to contribute, this may include the reform of the Millennium Development Goals for 2015 and other related issues.

It was noted by key informants, survey results, and through document review that CIGI has been involved in many (82) high level briefings to prime ministers, presidents and UN panels between April 2007 and December 2012. CIGI fellows and others are frequent commentators on national news broadcasts. These communication efforts speak to CIGI's commitment to research and writing linked to action.

Finding Two: CIGI has strong convening power.

CIGI has a number of partnership agreements in place with international think tanks, including INET, Center for Global Development (CGD), and the Korean Development Institute (KDI). These partners work with CIGI because they recognize its power to convene the major stakeholders and address international issues in a non-partisan environment. CIGI's reputation internationally and its excellent facilities in Waterloo represent a significant asset in this regard.

In addition to the international recognition, the ability in Canada to access senior government representatives; access funding from Canada, Ontario and the Private sector; the link to the Balsillie School of International Affairs and two major Canadian universities- UW and WLU- all strengthen CIGI's position and convening power.

This convening power is supported by CIGI senior staff, chairs and fellows, who are respected individuals in their fields, attracting strong networks for CIGI. Examples include: Thomas Homer Dixon, Chair of Global Systems; James Orbinski, Director, Africa Initiative, who has strong connections in global health and security- Médecins Sans Frontières, UN Security Council and the World Health Organization; and, Paul Jenkins, Distinguished Fellow, who provides strong linkages with the G20 and global economy-INET, Bank of Canada.

Finding Three: CIGI has significant resources that support innovative research, but research capacity is not as strong as expected.

Despite these strengths, CIGI is seen as being at some risk of being incapable of following up the major conferences and events it chairs because of the lack of in house research capacity. There is evidence that this is being addressed by senior management.

CIGI's research capacity as it exists today lies in its very strong network of fellows and collaborators and in the addition of senior researchers with already established international and national credentials. The research leads for CIGI programs have all been replaced in the last year and they are beginning to build some capacity at the junior, recent PHD level. This needs to be expanded, with recent graduates being encouraged to contribute to the innovation research agenda at CIGI. CIGI is fortunate in that it has not had to do significant fund raising in its 10 year history. Its endowments and private public partnerships save it from this burdensome task.

CIGI benefits from research collaborations with researchers at the two local universities and the Balsillie School. CIGI has made good use of this in the past and with the recent establishment of BSIA, needs to continue to do it in the future. These collaborations enhance its think tank status.

Both convening power and research is enhanced by the excellent physical assets at the CIGI main building and in the adjacent BSIA. These assets will make it possible going forward to build on this foundation and focus on excellence in research. CIGI acknowledges this and the in house capacity currently being re-established is recognition of this.

The low level of in house capacity in recent years is evidenced by the significant underspending in research areas in recent budget years: 53.19% in 2011/12 and 11.74% in 2010/11. It is recognized that there are several factors that could have contributed to this underspending of research funds such as, inappropriate allocation of funds, CIGI was careful to not spend research funds without a clear objective or proper expertise and staff, etc.

Finding Four: Overall, CIGI has been operating at the lower end of the efficiency range compared to other think tanks. With respect to research a smaller percent of total budget is being spent on research.

Turning to efficiency, we note that both cost efficiency and cost effectiveness are very difficult to assess for think tanks. There is no clear way to determine the quality of outcomes and outputs and therefore ratios of cost per unit output or outcome is somewhat subjective. In addition, CIGI and other think tanks and research organizations like it, often do projects that cross research themes and hence costs are difficult to attribute to a specific area.

Compared to the four other think tanks reviewed in the comparative analysis, discussed further below, CIGI published more but with a higher operating budget so that the average output per dollar has been lower than other think tanks. As noted elsewhere there has been a reduction in research staff in-house in recent years while staffing in other areas has remained constant suggesting some cost inefficiencies.

The management at CIGI has been distracted from its core research and policy mandate by staff turnover at the senior executive level (4 CEOs in 5 years) and the construction and establishment of the Balsillie School of International Affairs and a planned international trade and law program. This has been accompanied by major changes in Board structure and a reduction in its membership as well as a number of reviews of staffing and administrative management issues. CIGI also produced a five year strategic plan to guide its programming in 2010. Although this work has been time consuming, it is now complete, and it has laid a solid base for the next 5 years.

3.1.2 Comparison Think Tanks

There are hundreds of think tanks around the world, each with unique concentrations and approaches, as well as different funding and operational strategies. A review of four think tanks in North America – Asia Pacific Foundation of Canada (APFC), C.D. Howe, Center for Global Development (CGD), and the Fraser Institute, was completed to compare their respective budgets, staff, outputs, web traffic and social media to that of CIGI. The four think tanks used for comparison were selected by the Evaluation Team with guidance from the Evaluation Steering Committee.

As noted, all think tanks have their own unique focus and priorities; CIGI focuses on global governance solutions, while the Center for Global Development focuses on international development policy, and APFC has a regional rather than global orientation. The Fraser Institute and C.D. Howe concentrate on issues related to Canada, and Canadians. While APFC, C.D. Howe and the Fraser Institute have been in existence for more than 20 years and are therefore well established, CIGI and CGD are both relatively new and continuing to evolve.

Related further to the reputation of think tanks, James G. McGann⁴ publishes an annual report ranking the world's top think tanks, including four of the five in this comparison. The ranking is

⁴ McGann, James G. (2011) University of Pennsylvania. Global Go To Think Tanks Index Report.

based on an annual global peer and expert survey of approximately 1500 scholars, policymakers, journalists and regional and subject area experts. The ranking represents the impact of each think tank, and the contribution made to governments and civil societies. The ranking of CIGI and two comparator think tanks have been included in Figure 2, APFC was not ranked as part of McGann's report. Overall, CIGI ranked third among Think Tanks in Canada, Mexico and the Caribbean. While not included in Figure 2, CGD was ranked 20th among U.S. think tanks and second among international development think tanks; CIGI ranked 20th among 30 international development think tanks.

The annual expenses and administrative costs were compiled from publically accessible Annual Reports of the respective think tanks. It should be cautioned that the categories used by the think tanks in the public reports varies considerably and that comparisons based on this data should therefore be treated as broadly illustrative rather than definitive. CIGI has the highest spending, with reported annual expenses over \$15 million in 2012, compared to approximately \$9.8 million in annual expenses for CGD and the Fraser Institute. CIGI's major spending comes from research, conferences and partnerships, combining to over 50% of the annual spending. While CIGI spends the most overall, the Centre is on track with other think tanks in terms of administrative costs, reporting spending 15% of total annual expenses on administration. Administration includes such things as postage, courier, telephone, insurance, legal and audit fees, salaries for various departments such as Finance, HR. By default, it is all costs that are neither Research, Technical Support (IT related), or Facilities.

All of the think tanks in the comparison have a variety of tangible outputs, the most evident are the think tank publications. Think tanks publish a significant number of books, reports, policy briefs and a variety of other material on an annual basis. In 2012, CIGI listed 97 publications total including 4 books, 7 special reports, 7 policy briefs, and 53 Commentaries on a variety of topics, by a variety of authors. Overall, CIGI published more than comparable think tanks, as shown in Figure 2, but it is acknowledge that is it difficult to assess the quality of these outputs and to aggregate them into a single indicator of output.

Getting a sense of the public profile of each think tank was obtained by comparing both web traffic and social media. Given the popularity and importance of social media in recent years, followers and 'likes', have been included in the comparison. All five think tanks have active social media accounts in three different social media platforms, Twitter, Facebook and LinkedIn. Overall, CIGI has significant followers on all three platforms, though significantly behind CGD. CIGI has done quite well in terms of gathering professional followers, with more connections on LinkedIn than C.D. Howe, the Fraser Institute, and APFC combined. Web traffic of all five think tanks' main websites was compared using an online web metrics site, alexa.com. The tool ranks sites using a combination of average daily visitors and page views over the past 3 months, from March 13,

2013. CGD has the highest number of visitors and page views on their site, followed by the Fraser Institute and then CIGI.

	CIGI	Asia-Pacific Foundation of Canada	C.D. Howe Institute	Center for Global Development	Fraser Institute
Location	Waterloo, Ontario	Vancouver, BC	Toronto, Ontario	Washington, DC	Vancouver, BC
Year of Incorporation	2001	1984	1958	2001	1974
Board of Directors	7	13	31	29	40
Fellows	22	16	79 ^e	101 ^f	44
Governance Structure	Operating Board of Directors, International Board of Governors	Board of Directors, functioning through committees	Board of Directors	Board of Directors, Research Advisory Committee	Board of Trustees
Number of Staff	49	24	28	60	47
Annual Expenses ^a	\$15,113,672	\$3,065,227	\$3,648,749	\$9,789,330	\$9,846,594
Administration Costs ^a	\$2,326,566	\$435,067	\$3,552,821 ^g	\$1,331,468 ^h	N/A
% Admin Costs/Annual Expenses	15%	14%	N/A	14%	8%
Publications in 2012 ^b	97 TOTAL including: 4 Books; 7 Special reports; 7 Policy Briefs; 53 Commentaries	6 Surveys; daily news reports; 30 Research Reports; 4 Special Reports	52 TOTAL	61 TOTAL including: 2 Books; 5 Reports; 7 Analyses Reports; 47 Working Papers	66 TOTAL including: 4 Books; 2 Surveys; 18 Monographs; 8 Fraser Alerts; 7 School Report Cards
LinkedIn (Followers)	596	32	154	2,383	287
Facebook (Likes)	2,922	770	36	11,264	3,881
Twitter (Followers)	3,210	1,534	870	24,861	11,034
Web Traffic Rank ^c	774,245	1,293,296	2,480,835	221,562	322,198
McGann Rating ^d	3	~	8	N/A	1

Figure 2: Comparison of Selected North American Think Tanks

Information was compiled from publically available information and hence may not reflect all relevant information a Financial information obtained from most recent available Annual Reports. CIGI (2012); APF (2012); CD Howe (2011); CGD (2011); Fraser (2011)

b Publication information obtained from websites for the following calendar years. CIGI (2012); APFC (2012); CD Howe (2011); CGD (2011); Fraser (2011)

c Web traffic is a three month average from alexa.com as of March 13 2013

d McGann, James G. (2011) University of Pennsylvania. Global Go To Think Tanks Index Report. Table 9; Top Thirty Think Tanks in Mexico, Canada, and the Caribbean.

e CD Howe's Fellows include: Fellows-In-Residence (7), Senior Fellows (19), Research Fellows (41), International Fellows (12)

f CGD Fellows include: Senior Fellows (22), Visiting Fellows (25), Non Resident Fellows (48), Research Fellows (6)

g Identified as "Research, administrative and project expenses"

h Identified as "Management and General"

3.2 Findings: Relevance

The relevance of CIGI, its work and its mandate was evaluated based on the Treasury Board of Canada Secretariat definition of relevance: the extent to which a program addresses a demonstrable need.

Finding Five: Think tanks are an important source of independent thinking.

Think tanks can play an important role in providing independent policy analysis. This is true for countries such as the United States in which the policy formation process is very open to outside agents and lobby organizations but it is also true for countries such as Canada, where a parliamentary system with a professional public service, can still benefit from independent policy analysis.

Survey respondents strongly believed that think tanks have the potential to play this role with 90% of respondents believing that think tanks are an important source of independent thinking. Furthermore, in excess of 60% of respondents felt that think tanks were important in shaping public policy both internationally and in Canada. This was further reflected in the use which diplomats, academics and students made of think tank materials in their work. CIGI is therefore operating in a field where relevance can be expected.

Finding Six: CIGI's research themes vary in relevance.

CIGI's mandate, with its focus on international governance innovation, was widely seen by key informants as highly relevant and provides CIGI with an important niche in the world of think tanks, enabling it to partner with others but also to bring something unique to the table. When asked to rank the importance of think tanks for their own work, CIGI ranked first among the five comparator think tanks. CIGI's body of work is therefore widely used and has relevance for its users.

While this finding is true at the aggregate level, there was nevertheless variation in the degree to which each of CIGI's research themes was viewed as being relevant by key informants. The Global Economy and Global Development themes were viewed as addressing issues and producing analysis of the greatest relevance. Within the Global Economy theme, the work produced by CIGI on the governance of the global financial system including the G20 architecture, Basel III and sovereign debt were all seen as highly relevant. The relevance of this work was, of course, propelled into the public policy arena by the global financial crisis. This meant that some topics, such as the governance of international trade, moved into the background and received little attention from CIGI. A view among some key informants was that CIGI should ensure that it continues to work on issues which have medium term relevance as well as those which have more immediate short term relevance. Notwithstanding the need to define and address relevance over

multiple time horizons, the Global Economy theme was widely seen as undertaking relevant analysis.

The Global Development theme was also widely seen as relevant. It should be noted here that CIGI ranked 20th in the McGann ranking of top thirty International Development think tanks. The emerging donors and post-2015 MDGs projects were both provided as examples by key informants as topics of global relevance, relevant to CIGI's mandate and areas in which CIGI has made a contribution.

Global Security, as a theme, was seen as less relevant by some key informants. Some viewed CIGI's primary mandate as being economic and financial issues and viewed the Global Security theme as tangential to this and competing for resources with CIGI's primary mandate. Others recognized that CIGI has, since its inception, been more broadly based and viewed the Global Security as relevant both in itself and of relevance to economic and financial issues. The Environment and Energy theme was not well recognized in KIIs and was seldom mentioned as part of CIGI's contribution by respondents beyond CIGI's own experts.

Finding Seven: CIGI's research projects cut across research themes.

While CIGI has identified four major themes, and prioritized two (Global Economy and Global Security), in practice a good portion of the projects contribute to more than one theme. This overlap is deliberate in recognition of the complexities and interconnections of global governance in the theme areas. As examples here, the international role of the renminbi was a Global Economy project but also had clear implications for the Global Development theme as well. The project on natural resource governance has implications for all four research themes. Thus, many projects have relevance to several themes.

While this overlapping is a strength in analysing complex processes, it also leads to some confusion especially when the two prioritized themes are also identified as "initiatives" which span three research themes (see below). Some key informants, and the evaluators, found it difficult on occasion to place particular projects within particular themes.

Cross-cutting projects are seen as important, especially by CIGI management, as an important component of innovative policy research. However, this has led to some confusion over theme boundaries and mechanisms for sharing across projects and themes were found to be limited.

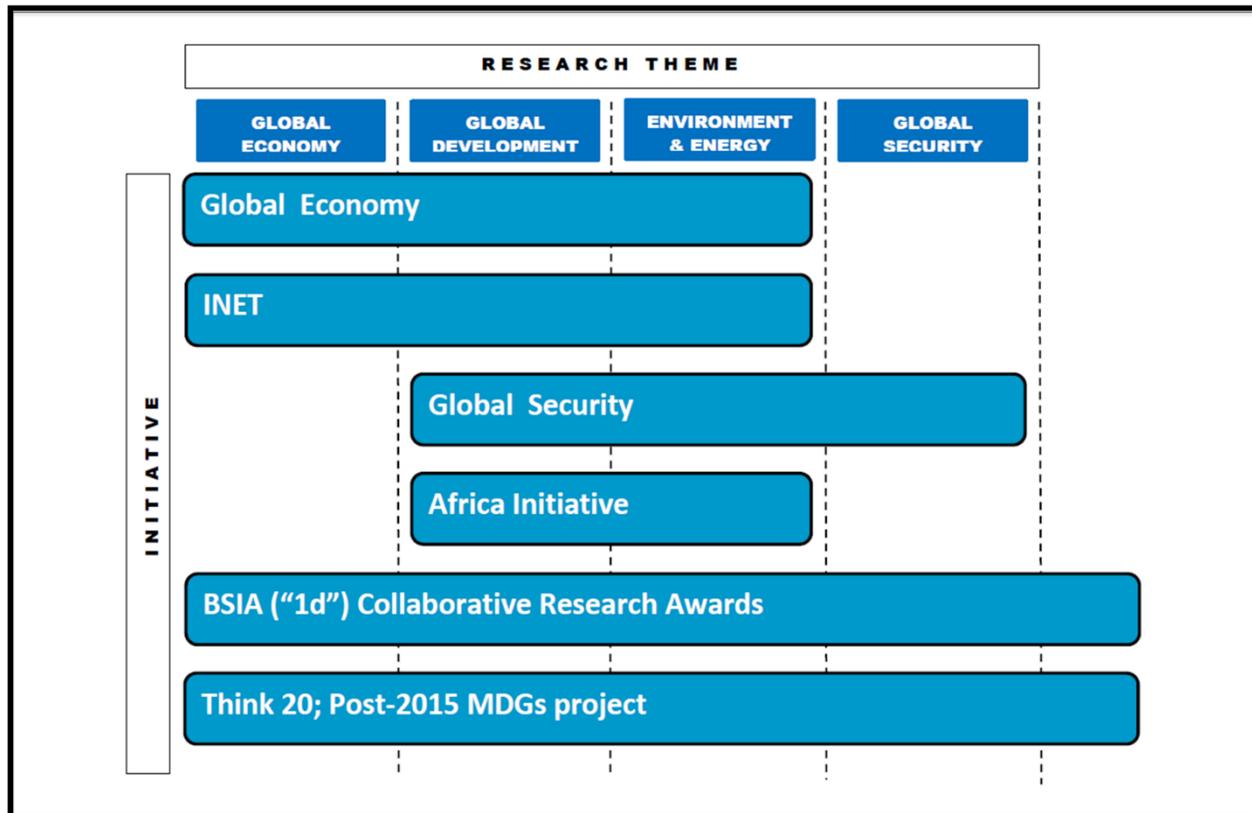


Figure 3: CIGI Programs - Overview Graphic of Themes & Initiatives

Finding Eight: Not all of CIGI's projects fit squarely within the mandate.

The higher relevance accorded to the Global Economy and Global Development themes by key informants was accompanied by the view that the some projects within the Global Security theme, while relevant issues to policymakers, were not necessarily relevant to CIGI's mandate and/or were areas in which CIGI might not be expected to lead to policy change. This emphasizes the need for CIGI to focus its research on areas clearly relevant to its own specific mandate. As an example here, the work on the Middle East was questioned. While governance in the Middle East is clearly an issue of international concern, some key informants including from government, other think tanks and from CIGI Fellows expressed the view that this was only tangentially related to CIGI's mandate of international governance innovation and, in any case, was not an area in which CIGI was likely to be able to contribute significantly to the solutions. None of this was intended as a criticism of the commentary provided by CIGI's experts on the Middle East but rather as a concern over whether CIGI had the ability to make a contribution beyond commentary in this particular area. What some saw as a 'shopping list' approach in the Global Security theme seemed too unfocussed notwithstanding important projects such as those dealing with cyber security and constructive powers both of which were seen as relevant and timely. Similar criticisms were very rare in the case of Global Economy and Global Development projects.

The Africa Initiative, while acknowledged as operating from a separate funding source, was also highlighted by some key informants as illustrative of a project which did not fall squarely within CIGI's mandate. As such, it was seen as being of marginal relevance to CIGI even though the issue of the health impacts of climate change in East Africa might have relevance beyond the organization.

Finding Nine: CIGI's presence in Ottawa is important.

CIGI's work seeks to be relevant to a broad range of policy-makers and analysts. One group which has been targeted more systematically in the past year is the policy-making community in Ottawa. While CIGI engages in regular meetings with small groups of senior officials in Ottawa, CIGI has now started to profile and promote its work more widely in the policy community. This was welcomed by many key informants as raising CIGI's profile and the attendance at its sponsored events indicates an appetite in Ottawa for its analysis.

Key informants viewed CIGI's new Ottawa strategy as important in ensuring that CIGI's work remains relevant at both the national and international levels. Given CIGI's focus on international governance innovation the role of the relationship with the national has been subject to some contestation. In the past, the national relationship has sometimes taken a back seat to promoting international relationships with the former seen as less important. In some policy areas, for example development assistance, it has been argued that national policy follows the international lead and that therefore primary focus should be on influencing decision-making at the international level. Nevertheless, some balance must be found and key informants were of the view that a strong presence in and relationship with Ottawa is useful and necessary for influencing policy nationally and in establishing credibility and drawing support internationally. Regular contact with senior officials and engagement of mid-level officials in Ottawa is seen as facilitating both influence and relevance for CIGI.

3.3 Findings: Response to the 2008 Evaluation

The Terms of Reference outlined the need to assess the progress towards meeting the recommendations offered in the last independent evaluation of CIGI conducted in 2008.

There were six recommendations made to CIGI from the 2008 evaluation. It was recommended that CIGI:

1. Develop and implement a strategic plan and corresponding results-based management and evaluation framework as soon as possible. This plan would help CIGI to sustain focus, improve internal governance and management procedures, and set a course for future strategic directions.
2. Make a greater effort to identify key stakeholders active in the pertinent 'global governance' policy arenas, both in Canada and internationally, and engage them in the development of the research agenda.

3. More strategically target stakeholders outside of Kitchener/Waterloo for the distribution of key publications and participation in key research events hosted by CIGI.
4. Continue the work it has started in identifying priority research themes and implementing formal procedures for research teams to initiate and manage research in their respective areas.
5. Create an ongoing monitoring and re-design strategy to respond to the changing needs of IGLOO network users.
6. Undertake a review of the level of staffing required and the procedures used to facilitate human resource, financial and other administrative decisions in order to ensure that researchers and others are receiving the necessary and appropriate administrative support.

Finding Ten: CIGI has made significant progress implementing recommendations from the 2008 evaluation.

As recommended in 2008, CIGI completed a strategic planning exercise. The exercise was initiated in 2009, resulting in a five-year strategic plan released in 2010. The strategic plan outlines a vision, mission, goals and values, providing direction that is consistent with CIGI's founding vision. The strategic plan also provides direction for programs and activities to support the mission, discussed further below. Further to this, CIGI created and filled a new position in 2013- Manager of Evaluation and Planning. Still a work in progress, an evaluation plan and Performance Management Framework has yet to be developed.

CIGI has engaged in new partnerships with like-minded organizations and deepened ties with existing ones over the past five years. An important new partnership was established in 2011 with George Soros' think tank, INET. Through grants, outreach and a high-level events program, the partnership is committed to broadening and accelerating the development of innovative thinking that will lead to solutions for great economic challenges. Other partnerships continue to operate steadily, including with the Brookings Institution, Chatham House, Hong Kong Institute for Monetary Research (HKIMR), the Norman Paterson School of International Affairs (NPSIA), the Canadian International Council (CIC), the South African Institute of International Affairs (SAIIA) and many others.

One key result of the planning exercise was a further sharpening of CIGI's research priorities and programs. In response to the recommendations offered in the first evaluation report from 2008, CIGI coalesced research around six core thematic areas: international law, institutions and diplomacy; shifting global order; international economic governance; environment and resources; global and human security; and health and social governance. The six thematic areas were further prioritized in 2010 into four key pillars: Global Economy, Global Security, Environment and Energy, and Global Development. As noted in Section 3.2, while the research themes have been identified, many projects have been encouraged to cross-cut themes.

It was recommended in the 2008 evaluation that CIGI create an ongoing monitoring and re-design strategy to respond to the changing needs of IGLOO network users. Later in 2008, IGLOO was released as a for-profit entity, and continues to operate today.

Over the period covered by the evaluation, CIGI has seen changes to its leadership and the organization of its staff, beginning with temporary leave of absence of CIGI's founding Executive Director, John English, in 2008. In the interim, Daniel Schwanen, then Director of Research, assumed the role of Acting Executive Director. After returning to CIGI, John English resigned in late 2009. Thomas Bernes joined CIGI as VP Programs and assumed the role of Acting Executive Director. He was later confirmed in his role as Executive Director in 2010 until his resignation in 2011. In mid-2012, Rohinton Medhora was announced as CIGI's new President, after serving on CIGI's International Board of Governors since 2009.

3.4 Findings: Governance and Organizational Structure

Finally, the evaluation assessed the effectiveness of CIGI's current board governance structure.

The following is a description of CIGI's governance and organizational structure, as it exists in 2013. It is noted by the evaluators that both the governance and organizational structure of CIGI has changed since inception.

Board of Directors

CIGI's Operating Board of Directors (OB) provides oversight for all aspects of operations, including ensuring the organization's financial stability, guiding strategy and assessing overall performance. The seven-member board meets quarterly and is chaired by Jim Balsillie and includes a treasurer and other directors, one of whom is designated by the deputy minister of the Department of Foreign Affairs and International Trade. The CIGI president is an *ex officio* director.

International Board of Governors

The International Board of Governors (IBG) is an advisory group composed of prominent experts who provide intellectual guidance to CIGI on its ongoing and future research activities. The IBG meets twice annually and consists of eight-members (including the CIGI president as an *ex officio* member). It helps to ensure that CIGI's programs stay focused and disciplined, with excellence in the quality of research and policy development projects and outputs.

Senior Management Team

CIGI's internal leadership team consists of the following staff positions:

- President
- Vice President, Programs
- Vice President, Public Affairs

- Vice President, Finance
- Director, Global Security
- Director, Global Economy
- Director, Africa Initiative
- Director, Human Resources
- Director, Facilities

Additional management staff includes:

- Planning and Evaluation Manager
- Digital Media Manager
- Managing Editor, Publications
- Community Relations and Events Manager
- Manager, Information Technology
- Program Manager, Africa Initiative

Finding Eleven: CIGI’s governance model has changed and the current structure has improved CIGI’s operations and governance.

The governance structure outlined above differs substantially from that which was in place in 2008 at the beginning of the evaluation period. Initially the IBG consisted of approximately 40 individuals who were appointed to provide CIGI with an immediate high profile and to facilitate access to key policy makers in other countries and international organizations. This IBG role, while appropriate and used by many organizations, also has disadvantages the most notable of which is the unwieldy nature of the resulting board given its large size; meetings become difficult to schedule and members are typically only loosely engaged with the organization. Over time, as CIGI has established its own reputation and profile and has developed its own international networks the desired role of the IBG changed to one in which it would provide more focused and engaged advice to senior managers. As a result the mandate of the IBG has been narrowed and its size substantially reduced. The IBG and the OB now work more closely together and four individuals are members of both boards.

The current structure provides greater oversight of CIGI’s operations and members of the IBG interviewed all reported that they were (more) engaged with the organization. There is still some separation of functions with the OB responsible for budget setting and budget tracking and the IBG for the research agenda. This is particularly the case for CIGI given our findings in this report which point to the need for continued efforts for CIGI to focus more sharply on its areas of strength and mandate. It is important for the organization as a whole to adopt a coherent approach in this and the merging of the two boards would aid this. As a practical matter, since there is significant overlap of personnel between the two boards already a merging of the boards would be relatively seamless. The success of such a merger would depend on the newly merged board being sufficiently diverse to represent the range of intellectual, geographical and functional activities undertaken by CIGI. Well-designed knowledge set profiles for the board would assist in this.

A point made by several key informants was the need for a centre on international governance innovation to maintain strong international contacts and wide connections, a role played by the initial IBG. However, it was also noted that this need not necessarily come from a large IBG but could also be met by Program Directors using their own international networks to advise on specific programs and projects. This approach seems an appropriate mechanism to ensure continued international engagement and connections while moving to a functionally smaller, more efficient and integrated board structure.

4.0 CONCLUSIONS -----

This evaluation has provided an opportunity to review the work of CIGI, as it pertains to performance, relevance, the progress since the 2008 evaluation, and the effect of the governance structure. It is recognized by the evaluators that CIGI is still quite young and continues to be a work in progress. Overall, CIGI has established itself as a relevant and important institution in the world of think tanks- especially as it pertains to international governance innovation. It is expected as CIGI continues to mature and evolve that the institute will continue to implement the recommendations of the 2008 evaluation as well as incorporate the recommendations found in Section 5.

The evaluation found that think tanks, including CIGI, are an important source of independent thinking, especially to Canadian academics and students. As found in Section 3.2, CIGI's niche as a think tank- international governance innovation- is recognized as credible and relevant.

CIGI has achieved success forming partnerships and influencing global governance. CIGI has Memorandum of Understandings with several partner organizations including two Waterloo based universities, the City of Waterloo, INET, Chatham House, and the Brookings Institution. These partnerships have benefitted CIGI immensely, creating a strong network for CIGI. As demonstrated in Section 3.1, CIGI has continually been active in the global governance arena. Through high level briefings and participation, or often leadership, in activities such as the G20/Think20 CIGI demonstrates its influence on global governance.

CIGI needs to present itself with a clearer focus, while the 2010-2015 Strategic Plan outlines CIGI's four research themes the evaluation found that some of CIGI's projects are only loosely related to the governance innovation mandate, as highlighted in Section 3.2. The synergies between research themes can be expected to increase in the future, and innovative governance solutions identified, with the hiring of new Program Directors and a new lead on the Africa Initiative. But it is also the case that such synergies will not all spontaneously appear and that internal organizational structures will need to be in place to facilitate interaction and the cross-fertilization of ideas across research themes. To date, these have not been in place and Fellows tend to operate in project silos with little communication and exchange with Fellows working in other project areas. Improving information sharing and greater sharing of best practice governance arrangements between Fellows may lead to increases in productivity, innovation and relevance.

There are continuing global economy and financial pressures in which CIGI remains engaged, which could represent potential areas for expansion of the research agenda in the finance and economy area. These include but are not limited to: the European debt crisis, the slow pace of economic growth in North America and Europe, the role of economic stimulus versus fiscal restraint, and other ongoing economic and financial issues.

The evaluation found that in the last five years, CIGI has underutilized the human, financial and physical resources that have been available. There is insufficient in-house research capacity to adequately fulfill CIGI's mandate to be a world leader in research and analysis. Further, there has been significant underspending of the research budget in the last 5 years, although this was partly a deliberate decision given vacancies in key research areas.

CIGI's organizational and governance structure has made significant changes since its inception in 2001, and even from the previous evaluation in 2008. Initial indications of the most current governance and organization structure, outlined in Section 3.4, are positive for increased research and management capacity. Further to this, the new CIGI senior management team now in place (including the appointment of Rohinton Medhora as CIGI President, and Program Directors) and the evaluators acknowledge the competence of the senior management going forward, both individually and as a team. These new appointments are moving to increase the efficiency and effectiveness of the research operation.

5.0 RECOMMENDATIONS -----

Recommendation One:

It is recommended that CIGI explore ways to increase research capacity through better utilization of existing resources and the addition of new research positions.

Recommendation Two:

It is recommended that CIGI senior managers should ensure greater collaboration between researchers, Fellows, and senior managers by facilitating discussions on expectations, roles, research involvement and synergies. CIGI Chairs could also be brought into these discussions while fully respecting their academic freedom. Agreeing on foci and a communication strategy with respect to this would be a desirable outcome.

Recommendation Three:

It is recommended that CIGI implement project selection and budget allocation and reporting procedures which ensure a closer focus on mandate.

Recommendation Four:

It is recommended that CIGI develop an evaluation plan, including a performance management framework. The CIGI PLM should be used as a starting point for the development of the performance management framework.

Recommendation Five:

It is recommended that CIGI develop a strategy for the optimal use of the highly praised physical infrastructure of the CIGI Campus to better support the think tank.

Recommendation Six:

It is recommended that CIGI develop an innovation strategy that includes significant support for young scholars and new ideas on the global governance agenda.

Recommendation Seven:

It is recommended that CIGI move to a single, integrated, diverse board with an appropriate balance to ensure complementary knowledge sets.

REFERENCES-----

Treasury Board of Canada Secretariat. 2013. Policy on Evaluation. <http://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=15024§ion=text#appA>

APPENDICES-----

A. Key Informant Interview Guide

Key Informant Interview Guide
Centre for International Governance Innovation
(To be adapted for various individuals and stakeholders)

Name: _____ Date: _____

Dr. Harry Cummings and Dr. Paul Bowles have been engaged by the Centre for International Governance Innovation (CIGI) to carry out an evaluation of the organization. The evaluation will help to measure CIGI's relevance and performance.

As part of the review, we are interviewing a variety of stakeholders involved with CIGI and its initiatives. You have been selected to participate in the key informant interview process. Participation is completely voluntary.

The following is a menu of questions, from which relevant questions will be selected for our interview. Those not relevant will be skipped.

All information provided will be kept confidential. Findings will be presented in aggregate form and attributed to CIGI stakeholders as a group, not to any individual.

SECTION A: Relevance

Relevance is defined as the extent to which CIGI realistically addresses a real need.

1. When did you first become involved with CIGI? (Year and Month)
2. What is your relationship with CIGI today?
3. Please check the activities in which you were involved with CIGI since 2008.

- | | | |
|---|--|--|
| <input type="checkbox"/> General Research | <input type="checkbox"/> Library services | <input type="checkbox"/> Balsillie School of International Affairs |
| <input type="checkbox"/> Global Economy | <input type="checkbox"/> Publications and Book Purchases | <input type="checkbox"/> Annual conference |
| <input type="checkbox"/> Global Security | <input type="checkbox"/> Partnerships for Research & Education | <input type="checkbox"/> CIGI lecture series |
| <input type="checkbox"/> Environment & Energy | | <input type="checkbox"/> Other, please list |
| <input type="checkbox"/> Global Development | | |

- b. Briefly describe your involvement in the above activities you checked.

4. With which CIGI research program(s) have you been involved?
5. Using a scale of 1 – 10, where 1 = strongly disagree and 10 = strongly agree, please rate the degree to which you believe that each of the following statements related to CIGI programs with which you have been involved. Please explain your answer.

	Strongly Disagree										Strongly Agree	Not sure
Program(s) are of interest to a Canadian policy and development audience	1	2	3	4	5	6	7	8	9	10	X	
Program(s) are of interest to a global policy and development audience	1	2	3	4	5	6	7	8	9	10	X	

6. Describe how the program(s) with which you are involved compare to programming at similar think tank organizations?
7. Using a scale of 1-10, where 1 = very ineffective and 10=very effective, please rate the effectiveness of each of the following aspects of CIGI, in comparison to similar think tanks and organizations. Please explain your answer. Please explain.

	Ineffective										Effective	Not Sure
CIGI established its niche in the world of think tanks	1	2	3	4	5	6	7	8	9	10	X	
CIGI work complements work done by other think tanks or organizations	1	2	3	4	5	6	7	8	9	10	X	
CIGI has bridged the scholarly-policy maker divide	1	2	3	4	5	6	7	8	9	10	X	

SECTION B: Effectiveness

Effectiveness, as a component of performance, as defined as the extent CIGI is meeting intended outcomes and making progress towards the achievement of the long-term outcomes.

8. Using a scale of 1 – 10, where 1 = strongly disagree and 10 = strongly agree, please rate the degree to which you believe that each of the following desired successes related to CIGI programs had been realized.

	Strongly Disagree										Strongly Agree	Not Sure
CIGI research programs have shaped dialogue nationally and internationally	1	2	3	4	5	6	7	8	9	10	X	
CIGI has funded research programs in a variety of relevant topic areas	1	2	3	4	5	6	7	8	9	10	X	

CIGI has built capacity for improved dialogue and research on important issues	1	2	3	4	5	6	7	8	9	10	X
CIGI has proposed solutions to governance problems	1	2	3	4	5	6	7	8	9	10	X
CIGI has facilitated networking among scholars and policy makers	1	2	3	4	5	6	7	8	9	10	X
CIGI staff have increased their capacity & leadership	1	2	3	4	5	6	7	8	9	10	X
CIGI has built partnerships that provide resources to help it do its work better	1	2	3	4	5	6	7	8	9	10	X

- a. Please briefly explain your answers.
- b. Describe other research program successes not listed above.
- c. Are CIGI resources deployed appropriately among CIGI's research themes (Global Economy, Global Development, Environment & Energy, and Global Security)?

9. Using a scale of 1 – 10, where 1 = strongly disagree and 10 = strongly agree, please rate the degree to which you believe that each of the following desired successes related to CIGI had been realized.

	Strongly Disagree										Strongly Agree	Not Sure
CIGI has increased its capacity to facilitate research in global governance issues	1	2	3	4	5	6	7	8	9	10	X	
CIGI has contributed to the global governance agenda	1	2	3	4	5	6	7	8	9	10	X	
CIGI is becoming a Canadian leader in the global governance debate	1	2	3	4	5	6	7	8	9	10	X	
CIGI has increased its credibility and visibility in the global governance debate	1	2	3	4	5	6	7	8	9	10	X	

d. Please briefly explain your answers.

- 10. Given CIGI's mandate in economic and financial affairs, how did CIGI exercise leadership in global governance innovation in the wake of the Global Financial Crisis?
- 11. Can you think of any public policy debate or any policy-related negotiation or decision which has been directly affected by a CIGI activity (ex: a research publication, conference proceedings, workshops)?

12. Using a scale of 1 – 10, where 1 = very ineffective and 10 = very effective, please rate the effectiveness of each of the following aspects of CIGI.

	Ineffective										Effective	Not Sure
Library	1	2	3	4	5	6	7	8	9	10	X	
Publications	1	2	3	4	5	6	7	8	9	10	X	
CIGI Website	1	2	3	4	5	6	7	8	9	10	X	
Event planning	1	2	3	4	5	6	7	8	9	10	X	
Lecture series	1	2	3	4	5	6	7	8	9	10	X	
Partnerships for Research & Education	1	2	3	4	5	6	7	8	9	10	X	

13. In your opinion, do you believe CIGI's operating structure is effective? Please explain why or why not.

YES NO Don't Know

14. In your opinion, do you believe CIGI's advisory board is effective? Please explain why or why not.

YES NO Don't Know

15. In 2008 CIGI underwent a similar evaluation, have you noticed any difference in CIGI operations since that time? Please explain your answer.

YES NO Don't Know

SECTION C: Strengths and Weaknesses

16. In your opinion, what challenges did CIGI programming meet in the last five years?

17. What could be done to overcome these challenges?

18. Briefly list the 3 major strengths of CIGI.

a. _____

b. _____

c. _____

19. In your opinion, what are 3 areas for improvement within CIGI?

a. _____

b. _____

c. _____

20. Overall, rank how well CIGI has performed in the last five years. Explain your answer.

Poorly										Great	Don't know
1	2	3	4	5	6	7	8	9	10		X

21. Please provide any additional comments you may have regarding CIGI.

SECTION D: Respondent Profile

The following questions will be used to create a general profile of respondents and are completely voluntary.

22. Gender

Male

Female

Other

23. What institution did you receive your last degree from?

24. What was the degree obtained?

25. Please list your areas of specialization.

26. In what year were you born?

27. What other organizations are you involved in?

B. Online Survey Results for CIGI Staff, Board, Fellows, and Newsletter Recipients

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

For all questions, the staff responses were removed. In the tables below, valid response refers to the number of individuals who responded to the question and missing values indicates no response. The percentages indicated are from those who responded to the questions. This is not a random sample of respondents, rather the responses from people willing to take the time to complete the questionnaire. If respondents were randomly selected, we would need approximately 350 completed surveys to be representative at the 95% confidence level, 5% confidence interval level, generally used. Including staff responses there were 493 completed surveys, 45 of which identified as a CIGI staff member.

Q1. How long have you known about CIGI, and its work? (Years)

Participants were asked how long they had known about CIGI and its work, responses varied fairly evenly between 1 to 12 years. Table 1 shows 40.5% of respondents have known of CIGI and its work for three years or less, 32% of respondents have known of CIGI and its work between four to six years, and 28% have known of CIGI and its work for seven years or more. It can be expected that those who have known CIGI longer will have greater insight into measures of performance and progress since the 2008 evaluation.

Table 1: How long have you known about CIGI, and its work? (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	47	10.5	13.4	13.4
	2	45	10.1	12.8	26.2
	3	50	11.2	14.2	40.5
	4	26	5.8	7.4	47.9
	5	70	15.7	19.9	67.8
	6	16	3.6	4.6	72.4
	7	18	4.0	5.1	77.5
	8	27	6.1	7.7	85.2
	9	7	1.6	2.0	87.2
	10	35	7.8	10.0	97.2
	11	3	0.7	0.9	98.0
	12	7	1.6	2.0	100.0
	Total	351	78.7	100.0	
Missing	99	95	21.3		
Total		446	100.0		

Q2. In which of the following ways have you been involved with CIGI? Please check any that may apply.

Participants were asked to disclose in which ways they have been involved with CIGI. Table 2, shows 10 individuals, or 2.2% of the respondents are a CIGI partner. 65% of respondents read the CIGI newsletters, 43% read CIGI publications, 55% attended a CIGI event, almost 14% referenced CIGI in their own work, and 48% of respondents visited the CIGI website.

Table 2: Current CIGI partner

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	10	2.2	100.0	100.0
Missing 99	436	97.8		
Total	446	100.0		

Table 3: I read CIGI Newsletters

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	291	65.2	100.0	100.0
Missing 99	155	34.8		
Total	446	100.0		

Table 4: I read CIGI publications

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	192	43.0	100.0	100.0
Missing 99	254	57.0		
Total	446	100.0		

Table 5: I attend CIGI events

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	247	55.4	100.0	100.0
Missing 99	199	44.6		
Total	446	100.0		

Table 6: I reference CIGI publications in my own work

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	62	13.9	100.0	100.0
Missing 99	384	86.1		
Total	446	100.0		

Table 7: I visit the CIGI website

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	216	48.4	100.0	100.0
Missing 99	230	51.6		
Total	446	100.0		

Q3. In the last year, which of the following CIGI publications have you read/used? Please check all that apply.

Publications are a measure of the Centre's output. Question three asks respondents to disclose which CIGI publications they have read or used in the last year, results shown in Tables 8-14. 70% of respondents have read or used a CIGI newsletter, 8% have read or used a CIGI book, 20% have read or used a CIGI commentary, 19% have read or used a CIGI conference report,

28% have read or used a CIGI paper, 34% have read or used a CIGI policy brief and 23.5% have read or used the CIGI online blog.

Table 8: Read/used CIGI Newsletter in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	313	70.2	100.0	100.0
Missing	99	133	29.8		
Total		446	100.0		

Table 9: Read/used CIGI Books in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	36	8.1	100.0	100.0
Missing	99	410	91.9		
Total		446	100.0		

Table 10: Read/used CIGI Commentaries in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	93	20.9	100.0	100.0
Missing	99	353	79.1		
Total		446	100.0		

Table 11: Read/used CIGI Conference Reports in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	84	18.8	100.0	100.0
Missing	99	362	81.2		
Total		446	100.0		

Table 12: Read/used CIGI Papers in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	125	28.0	100.0	100.0
Missing	99	321	72.0		
Total		446	100.0		

Table 13: Read/used CIGI Policy Briefs in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	151	33.9	99.3	99.3
	9	1	0.2	0.7	100.0
	Total	152	34.1	100.0	
Missing	99	294	65.9		
Total		446	100.0		

Table 14: Read/used CIGI Online blog in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	105	23.5	100.0	100.0
Missing	99	341	76.5		
Total		446	100.0		

Q4. In the last year, which of the following CIGI events have you attended? Please check all that apply.

Events are another measure of the Centre's outputs. Question four asks respondents to disclose which CIGI events they have attended in the last year. Overall, with the exception of public lectures, very few of the respondents attend any CIGI event. 4% of respondents attended the annual conference, 8% attended another CIGI conference, from Tables 15 and 16 respectively. From Table 17, 6% attended a CIGI workshop in the last year, 17% attended a CIGI webcast. Almost half, 46%, of respondents attended a CIGI public lecture.

Table 15: Attended Annual CIGI conference in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	18	4.0	100.0	100.0
Missing	99	428	96.0		
Total		446	100.0		

Table 16: Attended Other CIGI conference in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	7.6	100.0	100.0
Missing	99	412	92.4		
Total		446	100.0		

Table 17: Attended CIGI Workshop in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	5.8	100.0	100.0
Missing	99	420	94.2		
Total		446	100.0		

Table 18: Attended Web cast in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	75	16.8	100.0	100.0
Missing	99	371	83.2		
Total		446	100.0		

Table 19: Attended Public lecture in the last year

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	207	46.4	100.0	100.0
Missing	99	239	53.6		
Total		446	100.0		

Q6. How often do you access any of the following from the CIGI website (cigionline.org)?

From Question 2, 47% of respondents have accessed the CIGI website in the last year. Question 6 breaks down how and how often respondents use the CIGI website. Overall, events, announcements and publications are the most popular destination for respondents. Videos were the least popular destination for the CIGI website among respondents. From Table 20, 40% of respondents never access research program from the CIGI website, 16% access research programs once a month or more. From Table 21, 48% of respondents never access experts from the CIGI website, 12% access experts once a month or more. From Table 22, 22% of respondents never access publications from the CIGI website, 26% access publications from the website at least once a month. From Table 23, 24% of respondents never access events from the CIGI website, 26% access events online once a month or more. From Table 24, 44% of respondents never access blogs from the CIGI website, 20% access blogs from the CIGI website once a month or more. From Table 25, 25% of respondents never access announcements from the CIGI website, 40% access the announcements at least once a month. From Table 26, 47% of respondents never access videos from the CIGI website, 16% access videos from the CIGI website once a month or more often.

Table 20: Research Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	128	28.7	40.4	40.4
	Once a year	55	12.3	17.4	57.7
	At least every 6 months	37	8.3	11.7	69.4
	At least every 3 months	46	10.3	14.5	83.9
	At least once a month	32	7.2	10.1	94.0
	Weekly	17	3.8	5.4	99.4
	Daily	2	0.4	0.6	100.0
	Total	317	71.1	100.0	
Missing	99	129	28.9		
Total		446	100.0		

Table 21: Experts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	140	31.4	48.3	48.3
	Once a year	43	9.6	14.8	63.1
	At least every 6 months	41	9.2	14.1	77.2
	At least every 3 months	31	7.0	10.7	87.9
	At least once a month	28	6.3	9.7	97.6
	Weekly	7	1.6	2.4	100.0
	Total	290	65.0	100.0	
Missing	99	156	35.0		
Total		446	100.0		

Table 22: Publications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	77	17.3	22.3	22.3
	Once a year	40	9.0	11.6	33.9
	At least every 6 months	64	14.3	18.6	52.5
	At least every 3 months	72	16.1	20.9	73.3
	At least once a month	66	14.8	19.1	92.5
	Weekly	24	5.4	7.0	99.4
	Daily	2	0.4	0.6	100.0
	Total	345	77.4	100.0	
Missing	99	101	22.6		
Total		446	100.0		

Table 23: Events

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	85	19.1	24.0	24.0
	Once a year	36	8.1	10.2	34.2
	At least every 6 months	57	12.8	16.1	50.3
	At least every 3 months	81	18.2	22.9	73.2
	At least once a month	77	17.3	21.8	94.9
	Weekly	13	2.9	3.7	98.6
	Daily	5	1.1	1.4	100.0
	Total	354	79.4	100.0	
Missing	99	92	20.6		
Total		446	100.0		

Table 24: Blogs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	128	28.7	44.0	44.0
	Once a year	19	4.3	6.5	50.5
	At least every 6 months	41	9.2	14.1	64.6
	At least every 3 months	46	10.3	15.8	80.4
	At least once a month	33	7.4	11.3	91.8
	Weekly	19	4.3	6.5	98.3
	Daily	5	1.1	1.7	100.0
	Total	291	65.2	100.0	
Missing	99	155	34.8		
Total		446	100.0		

Table 25: Announcements

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	86	19.3	25.4	25.4
	Once a year	18	4.0	5.3	30.7
	At least every 6 months	51	11.4	15.0	45.7
	At least every 3 months	51	11.4	15.0	60.8
	At least once a month	89	20.0	26.3	87.0
	Weekly	36	8.1	10.6	97.6
	Daily	8	1.8	2.4	100.0
	Total	339	76.0	100.0	
Missing	99	107	24.0		
Total		446	100.0		

Table 26: Videos

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	140	31.4	47.0	47.0
	Once a year	35	7.8	11.7	58.7
	At least every 6 months	43	9.6	14.4	73.2
	At least every 3 months	33	7.4	11.1	84.2
	At least once a month	33	7.4	11.1	95.3
	Weekly	10	2.2	3.4	98.7
	Daily	4	0.9	1.3	100.0
	Total	298	66.8	100.0	
Missing	99	148	33.2		
Total		446	100.0		

Q7. How useful have CIGI produced materials been to you, in your organization?

Participants were asked how useful CIGI produced materials have been to the respondents, in their organization on a scale of 1-5, one- not important and five- very important. The majority of respondents rank reading CIGI materials for interest as the most important. Approximately 34% of respondents rank the citing of CIGI materials in their own publications and using CIGI materials in central arguments. From Table 27, 62% of respondents rank reading CIGI materials for interest as important or very important. From Table 28, 34% of respondents ranked citing CIGI materials in publication as important or very important, while 42% of respondents ranked citing CIGI materials in publications as not important or at all important. From Table 29, 34.5% of respondents ranked using CIGI materials as central argument in policy development as important or very important, 46% of respondents ranked citing CIGI materials as central argument in policy development as not important.

Table 27: Read them for interest

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	29	6.5	8.5	8.5
	2	32	7.2	9.3	17.8
	3	68	15.2	19.8	37.6
	4	119	26.7	34.7	72.3
	5 Very important	95	21.3	27.7	100.0
	Total	343	76.9	100.0	
Missing	Not applicable	47	10.5		
	99	56	12.6		
	Total	103	23.1		
Total		446	100.0		

Table 28: Cited them in other publications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	55	12.3	29.9	29.9
	2	22	4.9	12.0	41.8
	3	46	10.3	25.0	66.8
	4	28	6.3	15.2	82.1
	5 Very important	33	7.4	17.9	100.0
	Total	184	41.3	100.0	
Missing	Not applicable	144	32.3		
	99	118	26.5		
	Total	262	58.7		
Total		446	100.0		

Table 29: Used them in central argument in policy development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	61	13.7	35.7	35.7
	2	18	4.0	10.5	46.2
	3	33	7.4	19.3	65.5
	4	22	4.9	12.9	78.4
	5 Very important	37	8.3	21.6	100.0
	Total	171	38.3	100.0	
Missing	Not applicable	144	32.3		
	99	131	29.4		
	Total	275	61.7		
Total		446	100.0		

Q8. In your opinion, are the following stakeholder groups utilizing research/activities from CIGI (e.g. policy, publications, or events)?

Participants were asked to give their opinion on how often they believe a variety of stakeholder groups are using research and activities, such as policies, publications and events from CIGI. Overall, respondents ranked Canadians, whether diplomats, academics or students as heavier users of CIGI outputs than international counterparts. Canadian academics and Canadian diplomats were ranked as the heaviest users of CIGI research or activities, International NGOs

and students were ranked as the lowest perceived users of CIGI material. From Table 30, 62% of respondents are of the opinion that Canadian diplomats and policy makers are using CIGI research and activities regularly (4 or 5). From Table 31, just less than 51% of respondents are of the opinion that International diplomats and policy makers are using CIGI research and activities regularly (4 or 5). From Table 32, the majority (56%) of respondents are of the opinion that Canadian NGOs are using CIGI research and activities regularly (4 or 5). From Table 33, 46% of respondents are of the opinion that International NGOs are using CIGI research and activities regularly (4 or 5). From Table 34, 61% of respondents are of the opinion that Canadian academics are using CIGI research and activities regularly (4 or 5). From Table 35, 54% of respondents are of the opinion that International academics are using CIGI research and activities regularly (4 or 5). From Table 36, 57% of respondents are of the opinion that Canadian students are using CIGI research and activities regularly (4 or 5). From Table 37, 47% of respondents are of the opinion International students are using CIGI research and activities regularly (4 or 5).

Canadian Diplomats and Policy Makers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	10	2.2	7.9	7.9
	2	14	3.1	11.0	18.9
	3	24	5.4	18.9	37.8
	4	34	7.6	26.8	64.6
	5 Regular use	45	10.1	35.4	100.0
	Total	127	28.5	100.0	
Missing	Don't know	258	57.8		
	99	61	13.7		
	Total	319	71.5		
Total		446	100.0		

International Diplomats and Policy Makers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	12	2.7	9.3	9.3
	2	21	4.7	16.3	25.6
	3	30	6.7	23.3	48.8
	4	33	7.4	25.6	74.4
	5 Regular use	33	7.4	25.6	100.0
	Total	129	28.9	100.0	
Missing	Don't know	256	57.4		
	99	61	13.7		
	Total	317	71.1		
Total		446	100.0		

Canadian NGO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	4	0.9	3.1	3.1
	2	19	4.3	14.5	17.6
	3	35	7.8	26.7	44.3
	4	37	8.3	28.2	72.5
	5 Regular use	36	8.1	27.5	100.0
	Total	131	29.4	100.0	
Missing	Don't know	242	54.3		

	99	73	16.4		
	Total	315	70.6		
Total		446	100.0		

International NGO

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	11	2.5	8.0	8.0
	2	23	5.2	16.8	24.8
	3	40	9.0	29.2	54.0
	4	31	7.0	22.6	76.6
	5 Regular use	32	7.2	23.4	100.0
	Total	137	30.7	100.0	
Missing	Don't know	240	53.8		
	99	69	15.5		
	Total	309	69.3		
Total		446	100.0		

Canadian Academics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	6	1.3	3.3	3.3
	2	21	4.7	11.5	14.8
	3	45	10.1	24.6	39.3
	4	46	10.3	25.1	64.5
	5 Regular use	65	14.6	35.5	100.0
	Total	183	41.0	100.0	
Missing	Don't know	189	42.4		
	99	74	16.6		
	Total	263	59.0		
Total		446	100.0		

International Academics

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	15	3.4	8.2	8.2
	2	17	3.8	9.3	17.6
	3	52	11.7	28.6	46.2
	4	45	10.1	24.7	70.9
	5 Regular use	53	11.9	29.1	100.0
	Total	182	40.8	100.0	
Missing	Don't know	204	45.7		
	99	60	13.5		
	Total	264	59.2		
Total		446	100.0		

Canadian Students

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	9	2.0	5.3	5.3
	2	29	6.5	17.1	22.4
	3	36	8.1	21.2	43.5
	4	44	9.9	25.9	69.4

	5 Regular use	52	11.7	30.6	100.0
	Total	170	38.1	100.0	
Missing	Don't know	207	46.4		
	99	69	15.5		
	Total	276	61.9		
Total		446	100.0		

International Students

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not using at all	17	3.8	10.7	10.7
	2	24	5.4	15.1	25.8
	3	44	9.9	27.7	53.5
	4	32	7.2	20.1	73.6
	5 Regular use	42	9.4	26.4	100.0
	Total	159	35.7	100.0	
Missing	Don't know	219	49.1		
	99	68	15.2		
	Total	287	64.3		
Total		446	100.0		

Q9. In your opinion, how important is CIGI's contribution to global governance solutions in the following areas?

From Table 38, 39% of respondents ranked the importance of CIGI's contribution to global governance solutions regarding global economy as not at all important, 29% ranked the same research area as very important. From Table 39, 42% of respondents ranked the importance of CIGI's contribution to global governance solutions regarding global security as not at all important, 24% ranked the same research area as very important. From Table 40, 42% of respondents ranked the importance of CIGI's contribution to global governance solutions regarding environment and energy as not at all important, 24% ranked the same research area as very important. From Table 41, 40% of respondents ranked the importance of CIGI's contribution to global governance solutions regarding global development as not at all important, 29% ranked the same research area as very important.

Global Economy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all important	119	26.7	39.0	39.0
	2	14	3.1	4.6	43.6
	3	33	7.4	10.8	54.4
	4	50	11.2	16.4	70.8
	5 Very important	89	20.0	29.2	100.0
	Total	305	68.4	100.0	
Missing	Don't know	112	25.1		
	99	29	6.5		
	Total	141	31.6		
Total		446	100.0		

Global Security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all important	133	29.8	41.6	41.6
	2	16	3.6	5.0	46.6
	3	32	7.2	10.0	56.6
	4	63	14.1	19.7	76.3
	5 Very important	76	17.0	23.8	100.0
	Total	320	71.7	100.0	
Missing	Don't know	86	19.3		
	99	40	9.0		
	Total	126	28.3		
Total		446	100.0		

Environment and Energy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all important	132	29.6	41.9	41.9
	2	18	4.0	5.7	47.6
	3	30	6.7	9.5	57.1
	4	59	13.2	18.7	75.9
	5 Very important	76	17.0	24.1	100.0
	Total	315	70.6	100.0	
Missing	Don't know	94	21.1		
	99	37	8.3		
	Total	131	29.4		
Total		446	100.0		

Global Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all important	119	26.7	39.7	39.7
	2	24	5.4	8.0	47.7
	3	24	5.4	8.0	55.7
	4	45	10.1	15.0	70.7
	5 Very important	88	19.7	29.3	100.0
	Total	300	67.3	100.0	
Missing	Don't know	116	26.0		
	99	30	6.7		
	Total	146	32.7		
Total		446	100.0		

Q10. In your opinion, how successful has CIGI been in contribution to?

Participants were asked to rank how successful they believe CIGI has been in contribution to a variety of qualities, such as informed stakeholders and influencing policy development. From Table 42, 64% of respondents believe CIGI has been successful in informing stakeholders. From Table 43, 54% of respondents believe CIGI has been successful in influencing policy development. From Table 44, 61% of respondents believe CIGI has been successful in establishing effective. From Table 45, 73% of respondents believe CIGI has been successful in establishing themselves as a unique think tanks.

Better informed stakeholders

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	1 Not at all successful	10	2.2	3.6	3.6
	2	26	5.8	9.5	13.1
	3	64	14.3	23.3	36.4
	4	95	21.3	34.5	70.9
	5 Very successful	80	17.9	29.1	100.0
	Total	275	61.7	100.0	
Missing	Don't know	134	30.0		
	99	37	8.3		
	Total	171	38.3		
Total		446	100.0		

Influencing policy development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all successful	16	3.6	7.0	7.0
	2	28	6.3	12.3	19.4
	3	61	13.7	26.9	46.3
	4	72	16.1	31.7	78.0
	5 Very successful	50	11.2	22.0	100.0
	Total	227	50.9	100.0	
Missing	Don't know	181	40.6		
	99	38	8.5		
	Total	219	49.1		
Total		446	100.0		

Establishing effective partnerships

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all successful	14	3.1	5.5	5.5
	2	31	7.0	12.2	17.7
	3	53	11.9	20.9	38.6
	4	89	20.0	35.0	73.6
	5 Very successful	67	15.0	26.4	100.0
	Total	254	57.0	100.0	
Missing	Don't know	157	35.2		
	99	35	7.8		
	Total	192	43.0		
Total		446	100.0		

Establishing itself as a unique think tank

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all successful	15	3.4	4.7	4.7
	2	28	6.3	8.8	13.4
	3	45	10.1	14.1	27.5
	4	92	20.6	28.8	56.3
	5 Very successful	140	31.4	43.8	100.0
	Total	320	71.7	100.0	
Missing	Don't know	92	20.6		
	99	34	7.6		

	Total	126	28.3		
Total		446	100.0		

Q11. Please rate how the following have influenced the success of CIGI.

Participants were asked to rate how a variety of factors (internal and external) may have positively or negatively influenced the success of CIGI. Overall, the CIGI staff, chairs and fellows, as well as CIGI's open dialogue have had the most positive influence on the overall success of CIGI. The Waterloo headquarters and the (lack of) strategic direction ranked the lowest of all factors probed. From Table 46, 67% of respondents believe that the government funding CIGI has received has positively influenced the overall success of CIGI. From Table 47, 84% of respondents believe that CIGI's open dialogue has positively influenced the overall success of CIGI. From Table 48, 80% of respondents believe that CIGI's visibility has positively influenced the overall success of CIGI. From Table 49, 64% of respondents believe that CIGI's strategic direction has positively influenced the overall success of CIGI. From Table 50, 59% of respondents believe that the CIGI's Waterloo headquarters has positively influenced the overall success of CIGI, 29% were unsure if the Waterloo base has been positive or negative for the success of CIGI. From Table 51, 82% of respondents believe that the CIGI's staff, chairs and fellows have positively influenced the overall success of CIGI.

Government funding

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	2	0.4	1.1	1.1
	2	2	0.4	1.1	2.2
	3 Neither negative or positive	54	12.1	30.3	32.6
	4	41	9.2	23.0	55.6
	5 Positively influenced success	79	17.7	44.4	100.0
	Total	178	39.9	100.0	
Missing	Don't know	217	48.7		
	99	51	11.4		
	Total	268	60.1		
Total	446	100.0			

Open dialogue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	4	0.9	1.6	1.6
	2	7	1.6	2.7	4.3
	3 Neither negative or positive	30	6.7	11.7	16.0
	4	84	18.8	32.8	48.8
	5 Positively influenced success	131	29.4	51.2	100.0
	Total	256	57.4	100.0	
Missing	Don't know	139	31.2		
	99	51	11.4		

Total	Total	190	42.6		
		446	100.0		

Visibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	5	1.1	1.9	1.9
	2	14	3.1	5.2	7.0
	3 Neither negative or positive	35	7.8	13.0	20.0
	4	109	24.4	40.4	60.4
	5 Positively influenced success	107	24.0	39.6	100.0
	Total	270	60.5	100.0	
Missing	Don't know	126	28.3		
	99	50	11.2		
	Total	176	39.5		
Total		446	100.0		

Strategic direction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	14	3.1	6.6	6.6
	2	12	2.7	5.7	12.3
	3 Neither negative or positive	50	11.2	23.7	36.0
	4	63	14.1	29.9	65.9
	5 Positively influenced success	72	16.1	34.1	100.0
	Total	211	47.3	100.0	
Missing	Don't know	174	39.0		
	99	61	13.7		
	Total	235	52.7		
Total		446	100.0		

Waterloo headquarters

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	12	2.7	4.7	4.7
	2	20	4.5	7.8	12.5
	3 Neither negative or positive	73	16.4	28.6	41.2
	4	61	13.7	23.9	65.1
	5 Positively influenced success	89	20.0	34.9	100.0
	Total	255	57.2	100.0	
Missing	Don't know	137	30.7		
	99	54	12.1		
	Total	191	42.8		
Total		446	100.0		

CIGI staff/chairs/fellows

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Negatively influenced success	4	0.9	1.6	1.6
	2	13	2.9	5.0	6.6
	3 Neither negative or positive	30	6.7	11.6	18.2
	4	79	17.7	30.6	48.8
	5 Positively influenced success	132	29.6	51.2	100.0
	Total	258	57.8	100.0	
Missing	Don't know	137	30.7		
	99	51	11.4		
	Total	188	42.2		
Total		446	100.0		

Q12. Overall, how useful has CIGI been to your work?

Participants were asked to rank, on a scale of one to five, how useful CIGI has been to their own work (1- not at all useful, 5-very useful). Responses are distributive fairly evenly. From Table 52, 40% of respondents believe CIGI has been useful to their work (ranking a 4 or 5), 35% believe CIGI has not been useful to their work (ranking 1 or 2). 26% of all respondents were unsure.

Overall, how useful has CIGI been to your work?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all useful	77	17.3	19.2	19.2
	2	64	14.3	16.0	35.2
	3	104	23.3	25.9	61.1
	4	92	20.6	22.9	84.0
	5 Very useful	64	14.3	16.0	100.0
	Total	401	89.9	100.0	
Missing	99	45	10.1		
Total		446	100.0		

Q13. In your opinion, how important are think tanks as a source of independent thinking on public policy issues?

To get a sense of participants opinions of think tanks overall, participants were asked to rate how important think tanks are as a source of independent thinking on public policy issues. Overall, 90% of respondents believe think tanks are an important source of independent thinking, 63% of which believe think tanks are very important. Less than 3% of respondents ranked think tanks (as a source of independent thinking) as not important, or not at all important.

In your opinion, how important are think tanks as a source of independent thinking on public policy issues?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all important	4	0.9	1.0	1.0
	2	6	1.3	1.5	2.5
	3	31	7.0	7.8	10.4
	4	104	23.3	26.3	36.7

	5 Very important	250	56.1	63.3	100.0
	Total	395	88.6	100.0	
Missing	Don't know	14	3.1		
	99	37	8.3		
	Total	51	11.4		
Total		446	100.0		

Q14. In your opinion, how successful are think tanks in informing Canadian public policy. From Table 54, 62% of respondents rank think tanks as successful or very successful in informing Canadian public policy, 11% respondents rank think tanks as not successful or not at all successful in informing Canadian public policy.

In your opinion, how successful are think tanks in informing Canadian public policy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all successful	5	1.1	1.7	1.7
	2	32	7.2	10.8	12.5
	3	75	16.8	25.3	37.7
	4	107	24.0	36.0	73.7
	5 Very successful	78	17.5	26.3	100.0
	Total	297	66.6	100.0	
Missing	Don't know	93	20.9		
	99	56	12.6		
	Total	149	33.4		
Total		446	100.0		

Q15. In your opinion, how successful are think tanks in informing international public policy.

From Table 55, 60.4% of respondents rank think tanks as successful or very successful in informing international public policy, 11.2% respondents rank think tanks as not successful or not at all successful in informing international public policy.

In your opinion, how successful are think tanks in informing international public policy.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not at all successful	4	0.9	1.3	1.3
	2	31	7.0	9.9	11.2
	3	89	20.0	28.4	39.6
	4	109	24.4	34.8	74.4
	5 Very successful	80	17.9	25.6	100.0
	Total	313	70.2	100.0	
Missing	Don't know	66	14.8		
	99	67	15.0		
	Total	133	29.8		
Total		446	100.0		

Q16. How important are the following think tanks to your work, in your organization?

In Question 16, participants are asked to rank the importance of several specific think tanks to their own work. Overall, respondents ranked CIGI as the most important to their work, followed

closely by Brookings. The Fraser Institute and Asia Pacific Foundation of Canada were rated the lowest in importance to the work of the respondents. From Table 56, 22% of respondents believe the Asia Pacific Foundation is important or very important (4-5) to their work, over 60.5% believe the Asia Pacific Foundation is not important (1-2). From Table 57, 43% of respondents believe Brookings is important or very important (4-5) to their work, 36% believe Brookings is not important (1-2). From Table 58, 24% of respondents believe C.D. Howe is important or very important (4-5) to their work, 54% believe C.D. Howe is not important (1-2). From Table 59, 36% of respondents believe the Center for Global Development is important or very important (4-5) to their work, 43% believe the Center for Global Development is not important (1-2). From Table 60, 45.5% of respondents believe CIGI is important or very important (4-5) to their work, 34% believe CIGI is not important (1-2). From Table 61, 34% of respondents believe Chatham House is important or very important (4-5) to their work, 44% believe Chatham House is not important (1-2). From Table 62, 24% of respondents believe the Fraser Institute is important or very important (4-5) to their work, 55% believe the Fraser Institute is not important (1-2). From Table 63, 36.5% of respondents believe the Institute for Research on Public Policy is important or very important (4-5) to their work, 39% believe the Institute for Research on Public Policy is not important (1-2). From Table 64, 44% of respondents believe the International Development Research Centre is important or very important (4-5) to their work, 35% believe the International Development Research Centre is not important (1-2). From Table 65, 39% of respondents believe the International Institute for Sustainable Development is important or very important (4-5) to their work, 40% believe the International Institute for Sustainable Development is not important (1-2).

Asia-Pacific Foundation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	109	24.4	47.8	47.8
	2	29	6.5	12.7	60.5
	3	40	9.0	17.5	78.1
	4	29	6.5	12.7	90.8
	5 Very important	21	4.7	9.2	100.0
	Total	228	51.1	100.0	
Missing	Don't know	118	26.5		
	99	100	22.4		
	Total	218	48.9		
Total		446	100.0		

Brookings Institution

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	54	12.1	22.0	22.0
	2	35	7.8	14.2	36.2
	3	51	11.4	20.7	56.9
	4	58	13.0	23.6	80.5
	5 Very important	48	10.8	19.5	100.0
	Total	246	55.2	100.0	
Missing	Don't know	99	22.2		
	99	101	22.6		
	Total	200	44.8		
Total		446	100.0		

C.D. Howe

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	89	20.0	39.2	39.2
	2	33	7.4	14.5	53.7
	3	51	11.4	22.5	76.2
	4	27	6.1	11.9	88.1
	5 Very important	27	6.1	11.9	100.0
	Total	227	50.9	100.0	
Missing	Don't know	116	26.0		
	99	103	23.1		
	Total	219	49.1		
Total		446	100.0		

Center for Global Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	74	16.6	30.2	30.2
	2	33	7.4	13.5	43.7
	3	50	11.2	20.4	64.1
	4	50	11.2	20.4	84.5
	5 Very important	38	8.5	15.5	100.0
	Total	245	54.9	100.0	
Missing	Don't know	103	23.1		
	99	98	22.0		
	Total	201	45.1		
Total		446	100.0		

Centre for International Governance Innovation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	53	11.9	19.3	19.3
	2	41	9.2	14.9	34.2
	3	56	12.6	20.4	54.5
	4	55	12.3	20.0	74.5
	5 Very important	70	15.7	25.5	100.0
	Total	275	61.7	100.0	
Missing	Don't know	80	17.9		
	99	91	20.4		
	Total	171	38.3		
Total		446	100.0		

Chatham House

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	64	14.3	30.2	30.2
	2	29	6.5	13.7	43.9
	3	46	10.3	21.7	65.6
	4	38	8.5	17.9	83.5
	5 Very important	35	7.8	16.5	100.0
	Total	212	47.5	100.0	
Missing	Don't know	129	28.9		

	99	105	23.5		
	Total	234	52.5		
Total		446	100.0		

Fraser Institute

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	96	21.5	41.0	41.0
	2	33	7.4	14.1	55.1
	3	48	10.8	20.5	75.6
	4	35	7.8	15.0	90.6
	5 Very important	22	4.9	9.4	100.0
	Total	234	52.5	100.0	
Missing	Don't know	104	23.3		
	99	108	24.2		
	Total	212	47.5		
Total		446	100.0		

Institute for Research on Public Policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	57	12.8	24.5	24.5
	2	34	7.6	14.6	39.1
	3	57	12.8	24.5	63.5
	4	45	10.1	19.3	82.8
	5 Very important	40	9.0	17.2	100.0
	Total	233	52.2	100.0	
Missing	Don't know	109	24.4		
	99	104	23.3		
	Total	213	47.8		
Total		446	100.0		

International Development Research Center

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	53	11.9	22.3	22.3
	2	30	6.7	12.6	34.9
	3	50	11.2	21.0	55.9
	4	49	11.0	20.6	76.5
	5 Very important	56	12.6	23.5	100.0
	Total	238	53.4	100.0	
Missing	Don't know	112	25.1		
	99	96	21.5		
	Total	208	46.6		
Total		446	100.0		

International Institute for Sustainable Development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Not important	63	14.1	27.2	27.2
	2	29	6.5	12.5	39.7
	3	50	11.2	21.6	61.2
	4	46	10.3	19.8	81.0

	5 Very important	44	9.9	19.0	100.0
	Total	232	52.0	100.0	
Missing	Don't know	118	26.5		
	99	96	21.5		
	Total	214	48.0		
Total		446	100.0		

Q17. In your opinion, where does CIGI rank among public policy think tanks in Canada?

Respondents were asked where among Canadian think tanks CIGI ranks, 9% of respondents believe CIGI is the top think tank in Canada. 61% of respondents believe CIGI is either in the top three of five think tanks in Canada.

In your opinion, where does CIGI rank among public policy think tanks in Canada?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Number 1	24	5.4	8.9	8.9
	Top 3	94	21.1	34.9	43.9
	Top 5	74	16.6	27.5	71.4
	Top 10	48	10.8	17.8	89.2
	Top 20	20	4.5	7.4	96.7
	Beyond top 20	9	2.0	3.3	100.0
	Total	269	60.3	100.0	
Missing	Don't know	138	30.9		
	99	39	8.7		
	Total	177	39.7		
Total		446	100.0		

Q18. In your opinion, where does CIGI rank among public policy think tanks globally?

Respondents were asked where among international think tanks CIGI ranks, 4% of respondents believe CIGI is the top think tank internationally. 40% of respondents believe CIGI is among the top ten think tanks, or better, internationally.

In your opinion, where does CIGI rank among public policy think tanks globally

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Number 1	10	2.2	4.1	4.1
	Top 3	17	3.8	7.0	11.1
	Top 5	18	4.0	7.4	18.5
	Top 10	52	11.7	21.4	39.9
	Top 20	63	14.1	25.9	65.8
	Top 50	35	7.8	14.4	80.2
	Top 100	28	6.3	11.5	91.8
	Beyond top 100	20	4.5	8.2	100.0
	Total	243	54.5	100.0	
Missing	Don't know	160	35.9		
	99	43	9.6		
	Total	203	45.5		
Total		446	100.0		

Q19. In your opinion, please rate how successful CIGI has been establishing themselves as a public policy think tank. On a scale from 1 to 10, where 1- needs significant improvement, 10-very successful.

Respondents were asked to rate how successful CIGI has been establishing themselves as a public policy think tank, on a ten point scale. Overall, 32% of respondents rated CIGI as an 8 to 10, or successful. 14% of respondents believe CIGI needs improvement with rating between 1 and 3.

In your opinion, please rate how successful CIGI has been establishing themselves as a public policy think tank. On a scale from 1 to 10, where 1- needs significant improvement, 10-very successful.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 Needs significant improvement	12	2.7	3.2	3.2
	2	19	4.3	5.0	8.2
	3	22	4.9	5.8	14.1
	4	27	6.1	7.2	21.2
	5	48	10.8	12.7	34.0
	6	63	14.1	16.7	50.7
	7	67	15.0	17.8	68.4
	8	76	17.0	20.2	88.6
	9	27	6.1	7.2	95.8
	10 Very successful	16	3.6	4.2	100.0
	Total	377	84.5	100.0	
Missing	99	69	15.5		
Total		446	100.0		

BACKGROUND

Overall, the largest sector of employment represented in the survey is University staff or faculty, making up 26% of respondents. A relatively large proportion of respondents identified as employed in the private sector (20%), 14.65% identified as retired.

63% of respondents identified as male, 37% as female. The majority of respondents are 51 years or older. Most respondents had at least a Master's degree (37%) or a PhD (30%). 71% of respondents reside in Canada, 5% in the United States.

Q20. Which sector describes your current, main source of employment?

Which sector describes your current, main source of employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University Staff/Faculty	102	22.9	25.8	25.8
	Student	29	6.5	7.3	33.1
	Provincial/State Government	16	3.6	4.0	37.1
	National Government	19	4.3	4.8	41.9
	Research Centre	15	3.4	3.8	45.7
	Canadian Non-Governmental	16	3.6	4.0	49.7
	International Non-Governmental	16	3.6	4.0	53.8

	International Institution or Organization	15	3.4	3.8	57.6
	Private Sector	80	17.9	20.2	77.8
	Media	9	2.0	2.3	80.1
	Retired	58	13.0	14.6	94.7
	Consultant	10	2.2	2.5	97.2
	Unemployed	2	0.4	0.5	97.7
	Education	7	1.6	1.8	99.5
	Health	2	0.4	0.5	100.0
	Total	396	88.8	100.0	
Missing	99	50	11.2		
Total		446	100.0		

Q21. Which of the following sectors describe any previous source(s) of employment?

University Staff/Faculty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	107	24.0	100.0	100.0
Missing	99	339	76.0		
Total		446	100.0		

Student

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	74	16.6	100.0	100.0
Missing	99	372	83.4		
Total		446	100.0		

Provincial/State Government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	9.4	100.0	100.0
Missing	99	404	90.6		
Total		446	100.0		

National Government

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	50	11.2	100.0	100.0
Missing	99	396	88.8		
Total		446	100.0		

Research Centre

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	42	9.4	100.0	100.0

Missing	99	404	90.6		
Total	446	100.0			
Canadian Non-Governmental Organization					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	27	6.1	100.0	100.0
Missing	99	419	93.9		
Total	446	100.0			
International Non-Governmental Organization					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	34	7.6	100.0	100.0
Missing	99	412	92.4		
Total	446	100.0			
International Organization or Institute					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	30	6.7	100.0	100.0
Missing	99	416	93.3		
Total	446	100.0			
Private Sector					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	127	28.5	100.0	100.0
Missing	99	319	71.5		
Total	446	100.0			
Media					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	1	22	4.9	100.0	100.0
Missing	99	424	95.1		
Total	446	100.0			

Q22. Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	250	56.1	63.0	63.0
	Female	147	33.0	37.0	100.0
	Total	397	89.0	100.0	
Missing	99	49	11.0		

Total	446	100.0		
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Q23. Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 30	41	9.2	10.2	10.2
	31 to 40	65	14.6	16.2	26.4
	41 to 50	70	15.7	17.5	43.9
	51 to 60	89	20.0	22.2	66.1
	61 to 70	87	19.5	21.7	87.8
	71 to 80	40	9.0	10.0	97.8
	81 or older	9	2.0	2.2	100.0
	Total	401	89.9	100.0	
Missing	99	45	10.1		
Total		446	100.0		

Q24. Highest education

		Highest level of education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school or less	6	1.3	1.5	1.5
	Trades certificate	5	1.1	1.2	2.7
	College	26	5.8	6.5	9.2
	University (BA, BSc)	96	21.5	23.9	33.1
	University (MA, MSc)	149	33.4	37.1	70.1
	Post-graduate degree (PhD)	120	26.9	29.9	100.0
	Total	402	90.1	100.0	
Missing	99	44	9.9		
Total		446	100.0		

Q25. Country of residence

		Country of residence			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Canada	285	63.9	70.7	70.7
	United States	21	4.7	5.2	75.9
	Other	97	21.7	24.1	100.0
	Total	403	90.4	100.0	
Missing	999	43	9.6		
Total		446	100.0		

C. Delphi Panel

**1. On a scale of 1 to 5, please rank your level of agreement with the statement:
CIGI has had a significant impact on global governance policy.**

Average Response- 2.25

Distribution of responses:

1- Strongly Disagree	2- Disagree	3- Neither	4- Agree	5- Strongly Agree
1	1	2		

Some notes:

- (Strongly disagree) I know of no impact on global governance policy. The impact of think-tanks can be diffuse, so if I knew of a change that had occurred in global governance that was consistent with a CIGI research thrust, I'd give CIGI the benefit of the doubt and cite it – but nothing comes to mind.
- (Neither) I do not think anything could have made a big difference in global governance policy given all of the domestic counter pressures from vested interests.

2. On a scale of 1 to 5, please rank your level of agreement with the following statement:

CIGI has successfully established itself as a public policy think tank.

Average Response- 3.5

Distribution of responses:

1- Strongly Disagree	2- Disagree	3- Neither	4- Agree	5- Strongly Agree
	1	1	1	1

Some notes:

- (Disagree) Some of CIGI's scholars have a profile in Canada, which is why I give a 2 rather than a 1. But I do not think it has much brand awareness in Canada, and suspect it has almost none abroad.

3. What do you think has been the *one* most important contribution of CIGI's work in the last 5 years?

- The link with INET has tremendous potential.
- CIGI has heightened awareness of global interdependence in financial markets
- Nothing comes to mind. Looking at CIGI's website, its role as a hub for ideas may be important. Do not know how many people actually use the site, and of those who do, how many find it fulfils a unique and valuable function.
- CIGI's work with the Sherpa's for the G20.

4. Name *one* thing CIGI could do to improve its effectiveness as a public policy think tank.

- CIGI has no strategic focus.
- CIGI is not sufficiently well known. It needs to reach a broader audience and to do so it needs to open up its constituency. Having Paul Martin recount how he wrestled the Canadian deficit down without acknowledging the significant Canadian opposition based on alternative approaches to economic policy is just too conservative. Likewise, there is a limit to what we can learn from Olivier Blanchard and the IFIs. CIGI has a very competent and accomplished CEO; let him broaden the appeal of CIGI and have some real debates.
- CIGI needs to focus ruthlessly. It needs to address fewer topics, and address those topics with fewer projects. An essential part of a successful strategy in almost any line of endeavour is saying “no” to things that don’t fit. CIGI seems to say “yes” far too often.
- Take more risk to challenge the silences perpetuated by authorities when things do not work well. Sometimes sunlight and pressure help them move more quickly. I know this is hard because CIGI has worked hard to gain credibility inside the system. Yet loving challenges are important

5. In your opinion, please rate how successful CIGI has been establishing themselves as a public policy think tank. On a scale from 1 to 10, where 1- needs significant improvement, 10-very successful.

Average Score: 3

Distribution of responses:

1	2	3	4	5	6	7	8	9	10
	1		1						

5. B. Please explain.

- While CIGI has a modest profile in Canada, I do not believe it has much recognition abroad, and I do not believe it has had appreciable policy impact in Canada or abroad. More focus and more intensity in pursuing key research areas and promoting the results than CIGI has managed is critical to success in this field. The problem here is partly that CIGI’s mandate does not promote that kind of focussed intensity, so my advice is about strategy as much as tactics or execution.
- It has not made the strategic choices necessary to give it a distinctive profile.