

Evaluation of the Centre for International Governance Innovation

FINAL REPORT | 25 MAY 2018

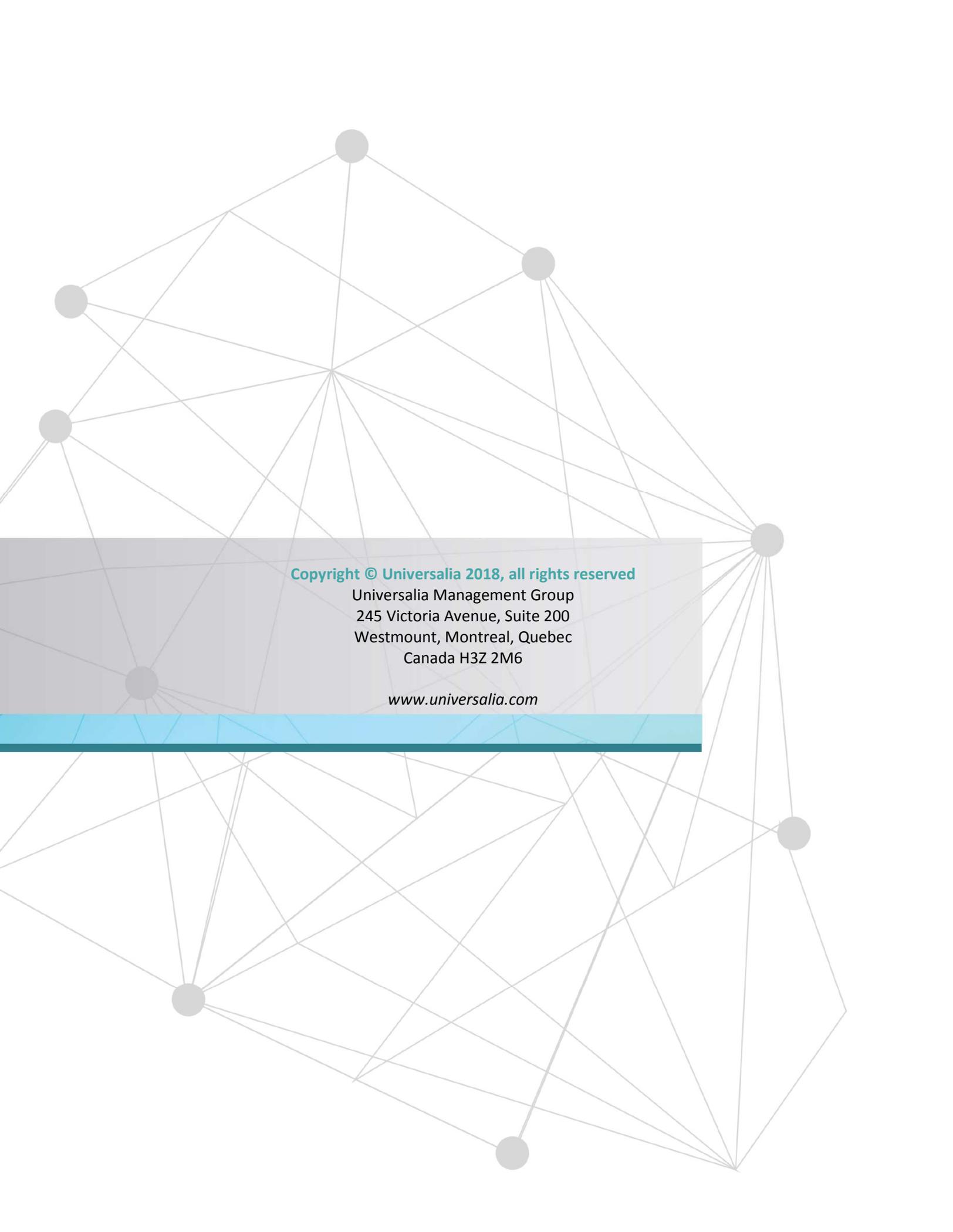
Prepared by:

Evaluation Team

Hussein Amery, Evaluation Team Leader
Dane Rowlands, Evaluation Governance Specialist

Evaluation Team Consultants:

Juan-David Gonzales, Evaluation Consultant, Universalialia
Luc Franche, Junior Evaluation Consultant, Universalialia
Sophie Penicaud, Junior Evaluation Consultant, Universalialia



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Universalia Management Group
245 Victoria Avenue, Suite 200
Westmount, Montreal, Quebec
Canada H3Z 2M6

www.universalia.com

Executive Summary

Introduction

The Centre for International Governance Innovation

Founded in 2001, the Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank with the objective to advance policy thinking on pressing governance issues linked to economic and global policy challenges. CIGI's mission is to build bridges from knowledge to power by conducting world-leading research and analysis, and influencing policy makers to innovate. CIGI research programs focus on governance of the global economy, global security and politics, and international law in collaboration with a range of strategic partners and with support from the Government of Canada, the Government of Ontario, as well as founder and Chair Jim Balsillie.

Overview of the Assignment

In 2003, a Funding Agreement with the Canadian Ministry of Foreign Affairs (now Global Affairs Canada) awarded a grant to CIGI in the amount of \$30 million dollars, matching private sector contributions, in support of the long-term objectives of the organization. As part of the funding agreement, CIGI committed to carry-out an independent third-party evaluation every five years.

This third independent evaluation aims to measure the overall performance of the Centre in achieving expected results, in relation to the purposes of the Funding Agreement. In sum, the evaluation seeks to determine 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.

Methodology

The evaluation team used a participatory and utilisation-focused approach to conduct the assignment. The evaluation was framed by an evaluation matrix based on the questions provided in the TOR, organized under four OECD/DAC Evaluation Standards¹: relevance, effectiveness, impact, planning, management, efficiency, and M&E. The evaluation matrix outlines the main evaluation questions, sub-questions, indicators and data sources (see Appendix II). A comparator analysis of CIGI with other think tanks was also conducted.

The evaluation used a mixed-methods approach to collect and triangulate data from different sources, using both quantitative and qualitative techniques. This approach supported the development of robust, evidence-based findings, which in turn allowed for the development of insightful, validated conclusions, and recommendations.

¹ OECD/DAC, Quality Standards for Development Evaluation, 2010

<http://www.oecd.org/development/evaluation/qualitystandards.pdf>

Data Collection and Analysis

The evaluation team reviewed more than 100 of CIGI's internal documents and analyzed them by extracting and systematically consolidating data related to the evaluation questions, sub-questions and indicators as stated in the evaluation matrix.

Between January and March 2018, the evaluation team conducted 48 virtual and in-person semi-structured interviews with key informants including 6 CIGI Board members, 8 staff, 11 Fellows, 8 government representatives and 15 external stakeholders from other think tanks, academia, and other organizations. Overall, the evaluation team interviewed 67% of all key respondents that were identified during the inception phase. Interviews were guided by interview protocols and were analyzed by consolidating all responses in a Framework aligned to the evaluation questions, sub-questions and indicators in the evaluation matrix.

Simultaneously, the evaluation team designed and implemented a survey that was launched online (via SurveyMonkey) on February 22, 2018 and ran until March 15, 2018. Ultimately, the survey was completed by 123 out of the 360 individuals to whom it was sent, which represents a response rate of 34%.

Limitations

The evaluation team encountered a few limitations when conducting data collection that were principally related to the survey and respondents.

- The Canadian anti-spam legislation (CASL), which precluded distribution without express written permission of individuals and the compressed timeframe to implement the survey did not allow reaching a response rate as high as in 2013, when the survey was distributed to CIGI's newsletter subscriber list.

- Despite efforts to reach an equal number of women and men through the consultative process, only 21% of key informants and 42% of survey respondents were women.

Findings

Relevance

CIGI's objectives, strategies and programming are clearly aligned with the Funding Agreement reached with the Federal Government. The stated purposes in the Federal Funding Agreement are to (1) support world-leading research in the area of global governance, particularly in the area of global economic and financial governance and; (2) to further Canada's interest in having a stable and well-governed global economic system in order to enhance the standard of living and quality of life of its population. More specifically, the purpose of the Fund includes six objectives which are linked to CIGI's objectives, strategies, and activities.

There is strong relevance between CIGI's work and challenges in the global economy, in global politics and security, and in international law. CIGI is an agile organization that has remained relevant over time by taking the lead on cutting edge issues, often before anyone else. Survey results and interviews with key stakeholders confirm that CIGI's international governance agenda is highly relevant, addressing key issues that resonate with and engage a global policy audience. CIGI numerous projects in each of the three programs of study attract a wide audience. CIGI's approach to preserving a portion of the research budget to ensure that it remains nimble and able to capitalize on new and emergent policy issues has been successful and strategic; numerous interviewees noted a key strength of CIGI is its ability to allocate or reallocate resources quickly to address emerging issues.

Interview data provides strong evidence that CIGI has been particularly relevant to Canadian policy audiences, notably because it is in the centre of a large academic network (in Canada and abroad) that allows the organization to provide policy makers at the provincial (Ontario) and Federal levels with briefings and research on important governance issues and on topics that typically resonate with policy makers. There is evidence that CIGI staff and senior fellows make great efforts to engage with policy makers (formally and informally) to be able to understand what is important to them, and that government actors would appreciate even more engagement with CIGI.

Effectiveness

CIGI is using its convening power to successfully achieve its immediate outcomes by co-constructing relevant research products that are consistently being used by its national and international stakeholders. CIGI is regularly and increasingly mentioned in leading international media outlets from all around the world and the think tank has a strong presence in Canadian media, with regular mentions in all major outlets.

There is limited evidence indicating experts and scholars are attracted to stay in Canada because of CIGI. Part of this is attributed to the nature of academia, where academics typically pursue or follow opportunities where they arise and that provide the best individual potential. However, all persons interviewed concluded that if CIGI ceased to exist, there would be fewer opportunities for experts in Canada. High turnover among staff was also observed and attributed to the limited number of long-term opportunities, as most of the engagement is on a short-term contractual basis.

There is strong evidence that CIGI has achieved results with respect to the three immediate outcomes. Using its convening power, CIGI is playing a key role in Canada and abroad by

bringing together government officials, academics and researchers by creating safe spaces where ideas can be exchanged.

There is evidence that CIGI has achieved expected results by increasing its research capacity since 2013. CIGI's capacity to deliver ground-breaking work with the launch of new projects has increased, along with the engagement of new research Fellows to lead them and the hiring of new in-house research support staff. Expanded partnerships and linkages with Canadian universities would raise the prominence and capacity of CIGI to enable pan-Canadian thought leadership.

Additional evidence indicates that CIGI has developed a communication strategy that has increased its online presence and worldwide visibility. Overall, CIGI is taking the necessary steps to improve collaboration between researchers, Fellows, Chairs and senior managers.

Impact

Assessing longer-term, sustainable and transformational change requires substantial longitudinal evidence. Evidence to date indicates that CIGI is achieving progress in attaining the achievement of ultimate outcomes, but definitive achievement is not identifiable yet. Key informant interviews indicate that CIGI's efforts directed towards multilateral actors, such as with the programs on the G20, internet governance or the World Refugee Council, have been the most visible and had the highest potential in terms of impact.

Planning

The evaluation observed that CIGI has implemented the recommendations made by the last independent evaluation of CIGI conducted in 2013, most notably those related to the development of its innovation,

communication and use of infrastructure strategies.

Management, Efficiency, M&E

CIGI activities are sufficiently funded and have been implemented within budget. CIGI has taken significant measures to foster an evaluation culture for learning and accountability purposes, creating an Evaluation and Planning unit in 2012. CIGI has applied results-based management principles centrally and within programs and projects. An organizational logic model has been adopted, performance data is now being collected from all departments to track progress across the organization and accessible via a central dashboard.

The new amalgamated Board of Directors is effective and functioning according to its governance mandate, overseeing CIGI and the proper implementation of the Funding Agreement. A move towards a more gender balanced and diverse composition of its members should be considered to enrich its nature.

Although CIGI's location in Waterloo has previously been a matter of discussion, evidence has indicated it has a limited effect on the organization's effectiveness.

Comparative Analysis

CIGI compares very favourably to comparator think tanks. External rankings (Global Go To Think Tank Index Report, Transparify) generally rank CIGI in the top two or three when compared to other Canadian institutions, and often quite favourably when compared internationally. These rankings provide a positive external validation of CIGI's work. The review of basic data from comparator Think Tanks in Canada (The Fraser Institute, C.D. Howe Institute, The Asia Pacific Foundation) demonstrates that CIGI, although a relatively young institution, is a leading think tank in Canada.

Conclusions and Recommendations

CIGI's objectives, strategies and programming remain aligned with the Funding Agreement with the Federal Government. CIGI's work in the areas of global economy, global politics and security and in international law are considered as highly relevant within the current national and international context. CIGI has understood that in a globalized world, domestic and international issues are increasingly intertwined and that governance gaps must be addressed through this lens.

CIGI has been effective in reaching its immediate and intermediate outcomes by co-constructing relevant research products (outputs) that are consistently being used by its national and international stakeholders.

CIGI has made some important improvements with regards to its communication approaches by increasing its external communication capacities. Internal communication was identified by stakeholders as an aspect of the organization that could be strengthened. CIGI is an efficient organization able to deliver results within budget and on schedule. It has taken monitoring, evaluation and learning seriously and worked towards the establishment of a monitoring and evaluation performance culture.

CIGI has evolved as a valuable institution that is respected by its peers, conducting world-leading research and analysis, and influencing policy makers, and innovating to solve governance gaps.

Recommendations

The following recommendations draw upon the different findings of the evaluation and on the follow-up discussions with the Evaluation Steering Committee.

- 1) CIGI's role as an independent, non-partisan think tank whose mandate through research is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security and politics, and international law should be maintained.
- 2) Avenues for increased opportunities for interaction with young researchers and scholars from Global Economy and Global Security & Politics programs with government stakeholders should be explored. The Government of Canada has expressed interest in the benefits of such an approach that includes "new thinkers".
- 3) Address staff turnover or "churn" issue. Reduction of turnover would support achieving productivity gains and stability of human resources.
- 4) CIGI should promote enhanced interaction between and among Fellows across the entire organization; CIGI senior managers should plan more regular meetings with CIGI researchers, Fellows, and Chairs to discuss expectations, roles, research involvement and synergies. CIGI should improve communications and interaction between ILRP and other programs and stakeholders. There is not a strong knowledge or understanding about the ILRP's work.
- 5) CIGI should consider establishing clear themes, or flagship key projects – one per Department, using existing logic models as a guide. Strategically focusing resources on a few program priorities to would increase impact and influence on policy makers.
- 6) CIGI should develop follow-up plans for projects, publications and meetings to ensure key activities' legacies and recommendations are maintained and acted upon in the interest of sustainability and reference points for future action.
- 7) To improve monitoring of the logic model and progress toward results achievement: consider preparing a corporate Performance Measurement Framework identifying indicators, baselines, targets, data sources, data collection methods, and responsibilities, which roll up contributions from the three Program areas. This would facilitate reporting and dissemination of CIGI's numerous results achievements and facilitate improved monitoring and reporting.
- 8) Increase diversity in Board composition, by moving towards gender equality. Stimulate new and fresh ideas by introducing term limits. All board positions should be filled. At present, there is an outstanding position by Global Affairs Canada to be appointed.
- 9) CIGI should become a focal point for Canadian researchers in International Governance Innovation by stimulating the creation of pan-Canadian thought networks, similar to international networks such as T20 and the World Refugee Council.

Acronyms

CASL	Canadian anti-spam legislation
CETA	Canada-EU Comprehensive Economic and Trade Agreement
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
CIGI	Centre for International Governance Innovation
DAC	Development Assistance Committee
EU	European Union
GAC	Global Affairs Canada
GCSC	Global Commission on the Stability of Cyberspace
GEP	Global Economy Program
GS&P	Global Security & Politics Program
IBG	International Board of Governors
ILRP	International Law Research Program
IMF	International Monetary Fund
INET	Institute for New Economic Thinking
ISA	International Studies Association
LM	Logic Model
NAFTA	North American Free Trade Agreement
OBD	Operating Board of Directors
OECD	Organisation for Economic Co-operation and Development
PMF	Performance Measurement Framework
PWB	Program of Work and Budget
SP	Strategic Plan

ToC	Theory of Change
TOR	Terms of Reference
TPP	Trans Pacific Partnership
UNCTAD	United Nations Conference on Trade and Development
UMG	Universal Management Group
UW	University of Waterloo
WLU	Wilfrid Laurier University
WRC	World Refugee Council

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1 Introduction

1.1 The Centre for International Governance Innovation

Founded in 2001, the Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank with the objective to advance policy thinking on pressing governance issues linked to economic and global policy challenges. CIGI's mission is to build bridges from knowledge to power by conducting world-leading research and analysis, and influencing policy makers to innovate. CIGI believes innovation and research is essential to evolving global governance and policy. According to the Centre's vision, better international governance will have a direct and lasting impact on people's lives by fostering prosperity, global sustainability, security, equality and human rights overall. In pursuit of this vision, CIGI focuses its work on improvements in the system of multilateral governance, particularly in economic and financial governance.

Through its research, events and publications, CIGI conducts interdisciplinary work in collaboration with policy, business and academic communities from around the world. CIGI employs over 80 people at its Waterloo, Canada headquarters complemented by a network of over 110 fellows and affiliated experts worldwide. CIGI's three research programs are supported by the Government of Canada, the Government of Ontario, founders Jim Balsillie, and a range of strategic partners.

Strategy and Priorities

CIGI operates on the basis of a five year Strategic Plan (SP) and Annual Program of Work and Budget. The current Strategic Plan 2015-2020, approved in January 2015, was based on broad consultations with international and Canadian stakeholders, CIGI's staff and roster of global experts. With a significant focus on research, the SP also forecasts opportunities, challenges and emerging trends in global governance policy. The Strategy highlights four main topics:

- Global governance
- Importance of think tank
- CIGI's role
- Accountability for success

The SP's emphasis on transparency and accountability outlined the approach that CIGI will take to learning and improving decision making by tracking results and measuring impact by conducting useful and robust evaluations. With respect to this aspect, the SP gave considerable attention to implementing the recommendations generated by the 2013 CIGI evaluation.

As a complementary initiative to support the Strategic Plan, an International Innovation Strategy was developed by CIGI's Managing Director in 2017 and was presented to senior management. The purpose of this strategy document is to reinforce CIGI's leading role and contribution to policy discussions and decision-making, while also seeking to identify and address emerging global challenges in novel ways.

International Governance Programs

Through its broad pool of experts, experienced practitioners and distinguished academics, CIGI has developed six areas of research, depicted in the centre of Research Framework in Figure 1.1. This research is structured under three international governance programs: Global Economy, Global Security & Politics, and International Law. The three program areas, alongside CIGI Management and Governance, are the focus of the evaluation.

Figure 1.1 Research framework at CIGI



1.2 Overview of the Assignment

In 2003, a Funding Agreement with the Canadian Ministry of Foreign Affairs (now Global Affairs Canada) was reached to award a grant to CIGI in the amount of \$30 million dollars. CIGI had requested the grant

from the Ministry to match private sector contributions to establish an endowment in support of the creation of a world-leading research centre. Through this contribution, the Government of Canada expressly supported the Centre’s objectives to explore best practices and involve the finest researchers and practitioners to define the problems and suggest potential solutions to the economic and financial governance challenges posed by globalization.

In accordance with the Funding Agreement, CIGI is required to carry out an independent third-party evaluation every five years. The first evaluation took place in 2008 and the second in 2013. In January 2018, Universalis Management Group was contracted to undertake the third independent evaluation of CIGI covering five years of activities for the period 2013-2017.²

This evaluation measures the overall performance of the Centre in achieving results, in relation to the Funding Agreement. The evaluation seeks to determine 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 practises. Recommendations offered by the evaluation team are concise and action-oriented and based on analysis and assessment through the lens of the following criteria: Relevance, Effectiveness, Impact, Planning, Management, Efficiency and Monitoring and Evaluation.

Though mandated by the Government of Canada for accountability measures, the evaluation of CIGI is a learning opportunity and the results of the evaluation are intended to influence the planning and design of future activities. Along with the Government of Canada, CIGI’s Senior Management and Board of Directors are the primary intended audience of this report.

Table 1.1 Evaluation questions

Terms of Reference Key Evaluation Questions	
a.	Are the most relevant means being used to achieve outcomes, as compared to alternative design and delivery approaches?
b.	Is the program or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes?
c.	Is the program or initiative making progress toward the achievement of the long-term outcomes?
Terms of Reference Evaluation Framework Questions	
1.	Does the general organization of activities (by themes and types of activity) make sense and is it therefore a good basis for collecting indicators and evaluating CIGI’s activities?
2.	Is there a clear definition and understanding of CIGI’s mandate, both internally and externally, and is it properly communicated?
3.	In terms of thematic areas, CIGI focuses its programming on issues of global governance, and places particular emphasis in the areas of global economy and global security and international law, as well as cross cutting initiatives. Is CIGI’s programming broadly consistent with the Funding Agreement?
4.	Is CIGI achieving an appropriate blend in its programming between (i) domestic and international issues, and (ii) traditional and innovation-focused global governance issues that is consistent with its mandate?

² The Terms of Reference for the assignment are included in Appendix I.

2 Methodology

2.1 Overview

The evaluation team used a participatory and utilisation-focused approach to conduct the assignment. A key objective of the evaluation team was to ensure that the evaluation is as useful as possible for its intended users and that it fosters the appropriation and buy-in of findings, conclusions and recommendations among stakeholders.

The evaluation was framed by an evaluation matrix based on the questions provided in the TOR, and organized under OECD/DAC Evaluation Standards³: (1) relevance; (2) effectiveness; (3) impact, planning and; (4) management, efficiency, and M&E. The evaluation matrix outlines the main evaluation questions, sub-questions, indicators and data sources (see Appendix II). A comparative analysis of CIGI with other think tanks was also conducted.

The evaluation used a mixed-methods approach to collect and triangulate data from different sources, using both quantitative and qualitative techniques. This approach supported the development of robust, evidence-based findings, which in turn allowed for the development of insightful findings, validated conclusions, and recommendations.

The evaluation inception phase began on January 11, 2018. Following a document review and initial consultations with CIGI, the evaluation team revised CIGI's logic model and developed the evaluation questions. On January 24, 2018, the inception report ("Workplan") was submitted to CIGI, outlining the methodology and evaluation tools (particularly the evaluation matrix and an updated logic model). This inception report/workplan was approved in late January along with the Evaluation Matrix by the Evaluation Steering Committee. Data collection began in February and continued through March 2018. The draft report was submitted to CIGI for comments on April 20, 2018.

The team used a range of data collection and analysis tools to assess each evaluation question. Three main methods were especially proposed to conduct this assignment:

- Document review
- Key informant interviews
- Online survey

The following section provides more details on each method of data collection employed for this evaluation.

³ OECD/DAC, Quality Standards for Development Evaluation, 2010
<http://www.oecd.org/development/evaluation/qualitystandards.pdf>

Document Review

The evaluation team conducted an in-depth review of CIGI’s internal documentation (i.e. more than 100 documents were consulted), including past evaluations, annual reports since 2013, financial data and statements, strategies, risk management reports, human resources reports, the CIGI website and dashboard of key performance indicators (KPIs). The document review provided crucial data on the role and activities of the Centre, its internal policies and management, financial data and strategic approach. A list of documents reviewed is provided in Appendix III.

Semi-structured Interviews

Interviews with key stakeholders form a central component of the evaluation methodology, as an important element of inclusive, participatory and formative evaluations.

During the entire data collection phase, stakeholders were engaged in individual key informant interviews or small group consultations via Skype/ telephone or in person. Consultations were held with stakeholders from all levels, and were guided by an interview or focus group discussion protocol for each category of stakeholders. Protocols were informed by the approved evaluation matrix and are provided in Appendix V.

The list of key informants (KIs) was provided by CIGI, reviewed and approved by the Evaluation Steering Committee. The sampling strategy was designed to draw in informants from key stakeholder groups, who: (1) were or are actively engaged with CIGI; (2) responsible for the management or governance of CIGI; (3) Directors of Programs or Fellows who were involved in the conduct of research, projects, events or publications; (4) senior or key government interlocutors or; (5) individuals associated with other think tanks, foundations, crown corporations, or academia who were familiar with CIGI. Considering the high level of some of the KIs and geographic distribution, it was anticipated that the response rate would be between 65-70%.

As presented in the table below, the overall response rate was high at 67%. Between January and March 2018, **48 key informants** were consulted, including 6 Board members, 8 staff, 11 Fellows, 8 government representatives and 15 external stakeholders from other think tanks, academia, and other organizations. The response rate was significantly higher within CIGI, among the staff and board members. Overall, response rate is considered more than satisfactory.

Table 2.1 Interview response rate

CATEGORY OF STAKEHOLDERS	# RESPONDED	# CONTACTED FOR INTERVIEWS	RESPONSE RATE
CIGI Management / staff	8	9	89%
CIGI Board members	6	8	75%
CIGI Fellows	11	17	65%
Government	8	13	62%
Think tanks, foundations, crown corporations, academia, others	15	25	60%
Total	48	72	67%

Survey

The evaluation team developed an online survey, designed to gather perceptual data from stakeholders on various dimensions of CIGI. The survey design was based on the final evaluation matrix; this ensured the survey was based on well-crafted questions and sub-questions.

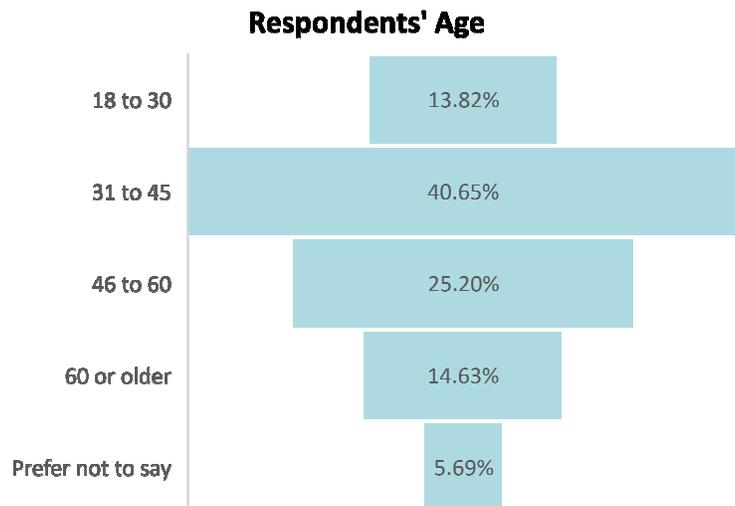
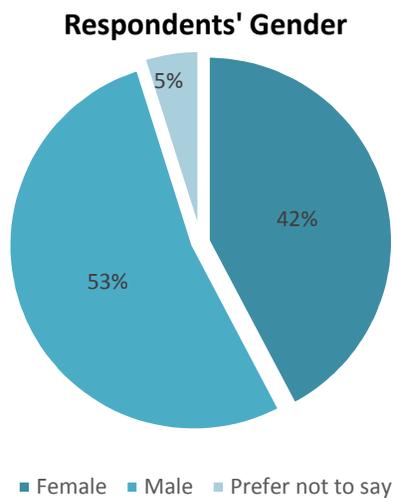
The construct and questions for the survey were validated by CIGI, which reviewed Universalialia drafts and provided feedback and recommendations for adjustments and finalization. Discussions regarding distribution methodology, accessibility, efficiency and cost-effectiveness led the team to use SurveyMonkey as the survey tool. The team reviewed the 2013 Evaluation approach, which used the CIGI mailing list of over 1,000 contacts, to distribute the survey. It was determined, in agreement with CIGI, that this methodology was no longer viable due to the Canadian anti-spam legislation (CASL), which precluded distribution without express written permission.

Subsequently, it was determined to send the request to complete the survey directly through CIGI's newsletter mailing list, which totalled 360 individuals. The survey was launched online (via SurveyMonkey) on February 22, 2018, and ran until March 15, 2018. During this time frame, individuals were sent two reminders regarding completing the survey. Key Informant Interviewees were not included in the distribution list. Ultimately, the survey was completed by 123 out of the 360 individuals to whom it was sent, which represents a response rate of 34%.

The survey template is presented in Appendix VI and a summary and analysis of the survey are available in Appendix VII. Below is a short overview of survey respondents' profiles.

Figure 2.1 Overview of survey respondents' profiles





2.2 Limitations

There are challenges inherent in undertaking such a complex evaluation. The evaluation team encountered a few limitations when conducting data collection, which were principally related to the survey and respondents.

- The team interviewed 48 people and surveyed 123 more. Every opportunity was taken to speak with stakeholders inside and outside of the Centre. Due to the compressed timeframe for delivery and CASL, the survey participation rate was slightly lower as compared with the 2013 evaluation, with a 34% response rate among the survey recipients. Nevertheless, when combined with direct interviews, the team believes that this is a satisfactory level of participation to validate findings and recommendations.
- Despite the evaluator's efforts to reach an equal number of women and men through its consultative process, only 21% of women participated to the Key Informant Interviews (KII). On a more positive note, 42% of them responded to the survey.
- Participation in the KII represented a wider diversity of respondents than that of the survey (who self-identified the organization they represented), as depicted in figure 2.1. The team suggests the results of the KIIs and the survey must be analyzed in tandem to ensure a comprehensive view of respondents' feedback. Combining the survey and KIIs (along with the document review information), would provide information from respondents representing a wide spectrum, including: INGOs/ NGOs; academia; think tanks (including CIGI); crown corporations; research centres; government; and independent consultants.

2.3 Review of CIGI Logic Model

As per Universalialia's expected deliverables outlined in the Terms of Reference, the team reviewed the logic model to determine its continued validity. Below are suggestions and recommendations, which should be considered by CIGI in the future.

Measuring Change (Results)

A simple framework for monitoring and measuring success is by viewing the process of change as the building of capacity in individuals, institutions, clients and entire societies. Change comes in stages, beginning with individuals, organizations and institutions to countries and regions, then globally.

The monitoring of progress towards target achievements requires corresponding objectively verifiable performance indicators associated with each anticipated result. This view of change shapes the task of monitoring and measuring performance from the baseline, inventorying beneficiaries and reach, determining targets, and validating findings through data sources. Several tools are available for use. The logic model or the logical organization, is a key management planning tool for CIGI. There are a few different presentations, but considering the construction of the evaluation vis-à-vis GAC funding, we recommended the conversion of CIGI's logic model to correspond to the Government of Canada's approach.

Key Recommendations of Logic Model Review

- 1) Bring the model in line with current formats for presentation. The recommended format is on the following page.
- 2) Reduce the number of Ultimate Outcomes, preferably to a single Ultimate result. Bring the Outputs into alignment with the immediate outcomes
- 3) Develop a Theory of Change (ToC) - a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. This is in line with current trends and thinking in M&E and could support CIGI's next strategic planning exercise.
- 4) Develop a Performance Measurement Framework (PMF) tool for monitoring program implementation and supporting reporting which aligns expected results, performance indicators, the project baseline, reach/ beneficiaries, targets, data sources, collection methods, frequency and responsibility in a matrix format. The tool is continually updated through the implementation process. Develop two specific performance indicators for each result statement – one quantitative and one qualitative. This would facilitate the creation of an inventory of results, direct output association, target setting and measurement of performance.

Table 2.2 Revised CIGI logic model (20/04/2018)

ULTIMATE OUTCOME (IMPACT)	Policy Changes contribute to well-being of Canadians and people globally		Improved governance of multilateral organizations		Higher profile for Canada in the resolution of global challenges		
INTERMEDIATE OUTCOMES	10 Decision-makers are engaged in policy debate sparked by new ideas and innovative solutions		20 Canada takes a lead in proposing solutions to governance problems of multilateral institutions		30 Greater capacity of Canadian experts to engage in the resolution of global challenges		
IMMEDIATE OUTCOMES	100 Canadian and global decision-makers and policy influencers use CIGI outputs		200 Experts are attracted to stay in Canada		300 Greater understanding of gaps in governance		
OUTPUTS	Published research (CIGI papers, policy briefs, books, commentaries, special reports)		Other CIGI communications (blogs, op-eds, annual reports, videos, podcasts, documentaries)	CIGI-hosted events	Global networks	Academic support	
ACTIVITIES	Hire staff and Fellows	Foster partnerships	Engage decision-makers	Host conferences and workshops	Support graduate programs	Conduct policy research and analysis	Write books, papers, policy briefs, and other works.

Logic Model (20/04/2018)

3 Findings

3.1 Relevance

Finding 1: CIGI’s objectives, strategies and programming are clearly aligned with the Funding Agreement reached with the Federal Government

The primary objective of CIGI is to support improvements in the system of multilateral governance, particularly in the areas of economic and financial governance. At the program level, the Centre’s operational objectives seek to explore best practices and involve the finest researchers and practitioners to define the problems and suggest potential solutions to governance challenges posed by globalization.

CIGI’s objectives and programs are clearly aligned with the purpose of the Funding Agreement, which is to: (1) support world-leading research in the area of global governance, particularly in the area of global economic and financial governance and; (2) to further Canada’s interest in having a stable and well-governed global economic system in order to enhance the standard of living and quality of life of its population.

The purpose of the Fund includes six objectives linked to CIGI’s objectives, strategies, and activities as illustrated in the table below. Excellence in scholarship and research is demonstrated through the extensive list of publications and media. Further, linking innovative international minds is demonstrated in the convening role CIGI has played in a number of areas, including conferences, public lectures, roundtables, webcasts, workshops, and special lectures. The objective of strengthening Canadian and international institutions through research excellence is demonstrated through CIGI’s contributions to multilaterals and gatherings in briefings, background papers and organizing thought clusters like the T20. And finally, networking with academia and other organizations is demonstrated through its support and partnership with universities and other think tanks, while it has attracted and employed an increasing number of scholars.

Table 3.1 *Funding Agreement specific objectives and CIGI’s objectives, strategies, and programming activities*

FUNDING AGREEMENT SPECIFIC OBJECTIVES	CIGI’S RELATED OBJECTIVES, STRATEGIES, AND ACTIVITIES
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	CIGI has developed six areas of research structured under three international governance programs: Global Economy, Global Security & Politics and International Law. CIGI has a broad pool of experts, experienced practitioners and distinguished academics operating in these areas.
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	With its 35 in-house researchers and over 110 affiliated Fellows, CIGI bridges the most innovative and interdisciplinary researchers across Canada and abroad. CIGI’s convening role in the establishment in 2017 of the World Refugee Council (WRC) to brings together the smartest minds to think about how the international community can comprehensively respond to refugees based

FUNDING AGREEMENT SPECIFIC OBJECTIVES	CIGI'S RELATED OBJECTIVES, STRATEGIES, AND ACTIVITIES
	on the principles of international cooperation and responsibility sharing (see findings 5 and 6 for more details).
Through conferences, workshops, retreats, special lectures, papers and targeted research, build collaborative links among international researchers and shaping the dialogue among scholars, opinion leaders and key policy makers internationally	CIGI organizes conferences, public lectures, roundtables, webcasts, workshops, and special lectures, and publishes books, special series, papers, policy briefs, special reports, policy memos, blog posts, and opinions papers. Through these, CIGI shapes dialogue among scholars, opinion leaders, and key policy makers (see finding 4, Appendix XIII and IX for more details).
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	A key example illustrating CIGI's support for strengthening Canada and international institutions is CIGI's innovative solutions in tackling NAFTA and CETA negotiations, and supporting the Canadian Government's efforts in the CPTPP (see finding 5 for more details) ⁴ .
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	CIGI's recent Innovation Strategy puts a strong emphasis on strengthening collaboration between researchers, Fellows, Chairs, and senior managers. Cross-accreditation is presently in an embryonic stage operating at the University of Waterloo and Wilfrid Laurier University. CIGI has introduced funds for multi-disciplinary cross-departmental research projects that seek to provide organizations with opportunities for knowledge sharing and the exchange of ideas (see finding 7 for more details).
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 to, or remain in, Canada to pursue their research.	As illustrated in CIGI's Logic Model above, a key objective CIGI seeks to achieve is becoming a catalyst to attract Canadian and international experts to remain in Canada. Although there is limited evidence to support the achievement of this objective, given the mobility of academics, CIGI has taken steps to recruit and maintain an impressive roster of staff and fellows (see finding 4 for more details).

Finding 2: There is strong relevance between CIGI's work and challenges in the global economy, in global politics and security, and in international law

CIGI is an agile organization that has remained relevant over time by taking the lead on cutting edge issues, often before anyone else. The consistency or coherence in CIGI's work and approach is its focus on governance issues across program areas, drawing in Canadian and global expertise to conceptualize innovative solutions to challenges that cross boundaries.

Survey results and interviews with key stakeholders confirm that CIGI's international governance agenda is both highly relevant and addressing key issues that resonate with and engage a global policy audience. CIGI's numerous projects in each of the three programs of study attract a wide audience. Interviewees mentioned, among other things, the high degree of relevance of CIGI's work related to the G7 and G20, on Intellectual

⁴ CIGI has an impressive number of contributions in this area covering the implications of trade on gender, AI, data flow, privacy, technology, governance and the law, among other areas.

Property and Trade, Clean Tech and Trade, the Global Commission on Internet Governance, and Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). The Government of Canada has provided additional, separate project funding for CIGI initiatives, such as the World Refugee Council, demonstrating CIGI's relevance, competency, innovation and leadership. A review of the audience attracted by CIGI's social media demonstrates a wide interest in topical issues where governance or knowledge gaps exist, such as Blockchain.

At the international level, there is evidence CIGI is viewed as a thought leader and effective convenor for discussing potential solutions to tackle global challenges by a variety of organizations, including the International Monetary Fund (IMF), the World Bank, the Organisation for Economic Co-operation and Development (OECD) and other think tanks. Overall, there is strong evidence that CIGI is a respected organization both at the national and international levels, confirming that the contributions of its programs are not only relevant but useful.

In some areas, such as the cybersecurity work of the Global Security & Politics program, CIGI is the only think tank in Canada working on the topic at a moment while others are still focusing on more traditional security issues.⁵ Addressing the need for sustainable and balanced economic growth, the Global Economy program has taken leadership in addressing sovereign debt, financing for sustainable development, the role of innovation in driving productivity performance and the potential impact of the intellectual property provisions in trade agreements, while back-boning CIGI's important historical research on the G20. The International Law Research Program (ILRP) fills a need for in-depth, comprehensive, policy-relevant, and timely analysis pertaining to challenges in international law, such as intellectual property law, trade law and environmental law.

Table 3.2 *List of current CIGI projects*

Last Updated: 13 April 2018	
Innovation and Trade	Global Economy
Financing for Sustainable Development	Global Economy
China's Role in the Global Economy	Global Economy
Central Banking and International Finance	Global Economy
Management of Severe Sovereign Debt Crises	Global Economy
Group of Twenty (G20)	Global Economy
World Refugee Council	Global Security
Arctic Governance	Global Security
D-10	Global Security
Canada-Korea Forum (Secretariat)	Global Security
African Regulation of Conflict Management	Global Security
North American Forum (Secretariat)	Global Security
Internet Governance Polling	Global Security
Cybersecurity Performance and Risk	Global Security

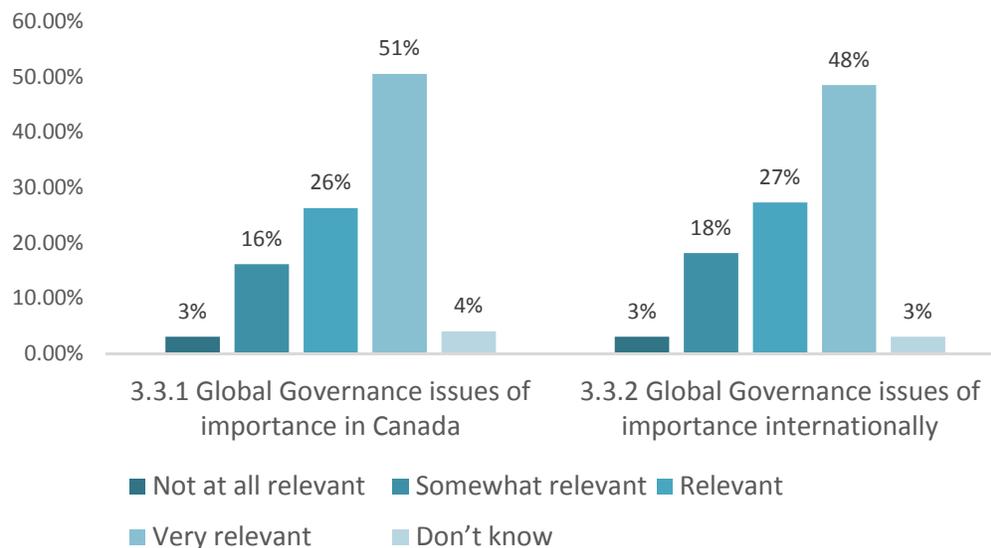
⁵ Traditional security issues are those typically connected to military strength and protection from external threats like wars and attacks. Unlike traditional notions, non-traditional security issues are important for all nations in a globalized world, such as the environment.

Last Updated: 13 April 2018	
Digital Economic Transformation & Policy Governance	Global Security
Global Cyber Governance Forum	Global Security
International Trade Law	ILRP
International Investment Law	ILRP
Financial Regulation	ILRP
Rules Development for the Paris Agreement on Climate Change	ILRP
Implementing Climate Change Commitments	ILRP
Emissions Trading Systems	ILRP
Oceans Governance	ILRP
Management of Intellectual Property Rights	ILRP
IP and preferential trade agreements	ILRP
Traditional Knowledge (TK) and Genetic Resources (GR)	ILRP
Leveraging IP and Clean Technology in the Global Fight against Climate Change	ILRP
International law and Internet Governance	ILRP
Global Economy Projects	6
Global Security Projects	10
ILRP Projects	12
TOTAL CIGI PROJECTS	28

CIGI's approach to preserving a portion of the research budget to ensure that it remains nimble and able to capitalize on new and emergent policy issues has been successful and strategic. Indeed, numerous interviewees noted a key strength of CIGI is its ability to allocate or reallocate resources quickly to address emerging issues. The organization has been able to hire top researchers, Canadian and international, that are credible, and able to authoritatively engage with the public and with government officials. Importantly, some interviewees indicated CIGI's organizational culture has facilitated the transition for young researchers to actively participate in emerging themes and projects. Taken together, this provides evidence that CIGI has been able to implement parts of its internal Innovation Strategy, such as attracting and retaining high quality talents, identifying and addressing emerging global governance challenges and providing thought leadership.

Some feedback from key informants suggests that CIGI should have a regular flagship or signature initiative with which it could be identified, and that the breadth of its activities may hamper its aspirations. This suggests that CIGI may need to be more strategic in its project choices in order to position its brand more strongly. These suggestions imply that doing less, or focusing on fewer areas, would support increased impact and prominence. The bulk of feedback, however, indicates that the three program areas are each important and that CIGI is focusing on the key areas of global governance, providing leadership on strategic issues, and that CIGI management has expressed confidence that the current approach allows it to be effective.

Nearly 75% of survey respondents indicate that CIGI's work is relevant in Canada and internationally as illustrated in Figure 3.1.

Figure 3.1 Perceived relevance of CIGI’s work

Finding 3: CIGI is very relevant to the global and Canadian policy audiences. CIGI has achieved an appropriate balance between domestic and international issues.

Interview data provides strong evidence that CIGI has been particularly relevant to Canadian policy audiences, notably because it sits at the centre of a large academic network (in Canada and abroad) that allows the organization to provide policy makers at the provincial (Ontario) and federal levels with briefings and research on important governance issues and topics that typically resonate with policy makers. There is evidence that CIGI staff and senior fellows make great efforts to engage with policy makers (formally and informally) to be able to understand what is important to them, and that government actors would appreciate even more engagement with CIGI.

More than 60% of those surveyed believe CIGI has achieved a balanced or very balanced programming covering domestic and international issues, according to data from the survey presented in figure 3.2. Analysis of CIGI’s annual reports between 2013 and 2017 indicates that its events and publications had a principally international focus; however, as some interviewees commented, a considerable amount of this is work on “international issues that have implications for Canada”.

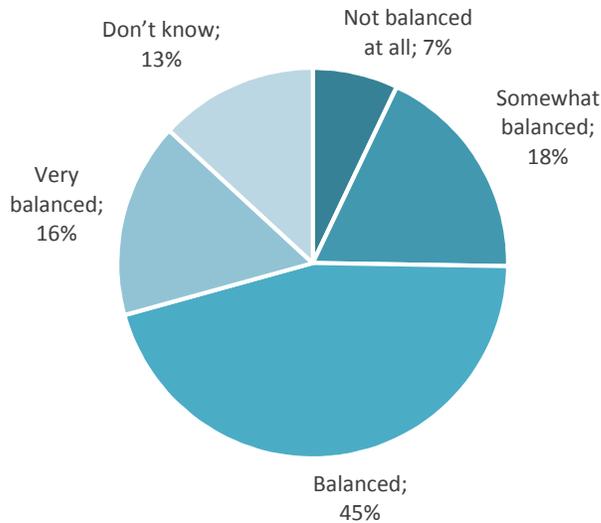
The routine mandatory evaluation of the ILRP conducted in 2017/8 found that the research and events of the ILRP fill a need for in-depth, comprehensive, policy-relevant, timely analysis pertaining to challenges in international law, while exercising agility in responding to issues as they emerge. The evaluation suggested that as a relatively young program, less than five years old, the ILRP might benefit from strengthened planning processes.

“

The cyber world does not care about country borders, and many of the problems faced in the world today are both global and local.

”

Figure 3.2 *Perceived balance between domestic and international governance issues*



Interviews and documents reviewed demonstrate that CIGI achieved an interesting blend between domestic and international issues by addressing international issues that are of interest and relevant to Canadian policy-makers and by providing solutions that are firmly rooted in a Canadian perspective.

The overall perception seems to be that CIGI’s nuanced approach, is part of the organization’s comparative advantage.

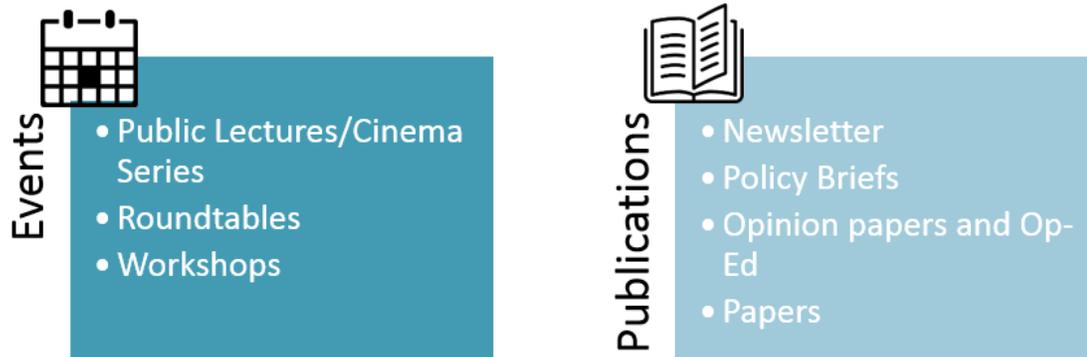
3.2 Effectiveness

Finding 4: CIGI is using its convening power to successfully achieve its immediate outcomes by co-constructing relevant research products that are consistently being used by its national and international stakeholders. There is limited evidence about its ability to attract or retain experts in Canada.

Immediate Outcomes		
Canadian and global decision-makers and policy influencers use CIGI outputs	Experts are attracted to stay in Canada	Greater understanding of gaps in governance

Interviews with key stakeholders indicated that policy makers and decision makers are increasingly using CIGI outputs—in particular, policy briefs and in-person briefings. The survey data indicates that public events (notably public lectures, cinema series and roundtables) and the website (notably papers, policy briefs and the newsletter) are CIGI’s most used outputs among all users. CIGI’s in-house research staff are key contributors, supplemented by affiliated Fellows and additional external contributors.

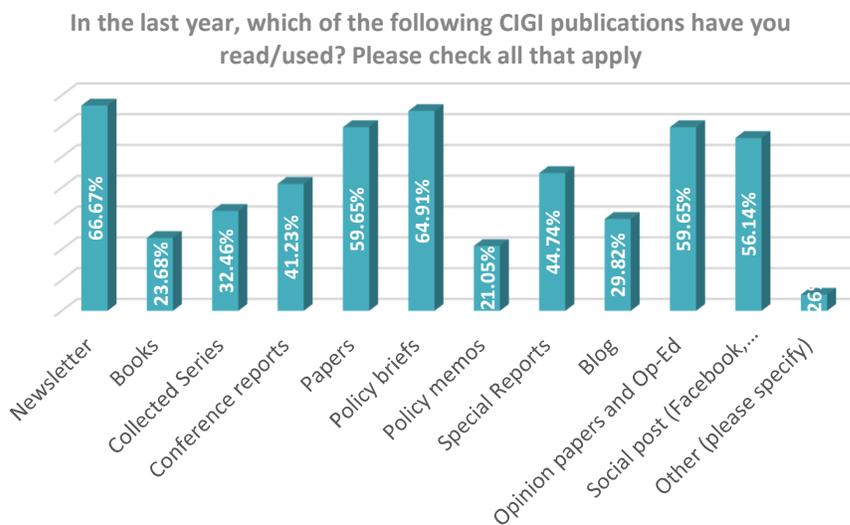
Figure 3.3 CIGI's most popular events and used publications



The survey results indicate there is a shared perception among respondents that Canadian, and to a lesser degree, international diplomats and policy makers, are using CIGI's outputs. There is a strong perception that CIGI's outputs are used mostly by Canadian and international academics.⁶ The KIIs indicate that one of CIGI's key strengths is its extensive international network upon which it can rely to gain access to mid-level and senior officials involved in decision and policy-making to share and distribute its positions.

Policy influence is not a linear process as shown by the fact the utilization of CIGI's outputs (which is an indicator of its influence) by policy makers in Canada is stronger at the lower levels of the policy structures than among senior officials. In other words, CIGI is effective at reaching and directly influencing mid-level officials that attend their events or read their publications. It is these officials that are then able to influence senior officials (Ministers, Deputy Ministers, and others) within their ministry or organization. CIGI's influence on policy making is partially dependent on its ability to convene the right people at the right time, influence officials who can provide senior decision-makers with new ideas, and deliver direct briefings to senior decision makers.

Figure 3.4 CIGI's Usage of CIGI's Publications



⁶ 50% of respondents believe CIGI's outputs are being used or regularly used by Canadian diplomats and policy-makers; 38% believe they are being used or regularly used by international diplomats and policy-makers; 54% believe they are being used by Canadian academics (n=99).

CIGI's annual reports provide evidence that CIGI is regularly and increasingly mentioned in leading international outlets from all around the world (although mostly in North America) and that the think tank has a strong presence in Canadian media, with regular mentions in all major outlets. In 2014, for example, the CIGI team that attended the St. Petersburg summit to present the program's latest research provided real-time commentary to journalists covering the event at the International Media Centre, resulting in hundreds of CIGI media citations.⁷ CIGI tracks mentions in leading media outlets and reports on the metrics of these on its Dashboard and internally.

In 2015-2016, CIGI research announcements and events attracted wide news coverage with some 2,300 significant articles running in major media outlets. The CIGI-Ipsos Global Survey earned more than 500 media mentions and trended to the top spot on Reddit's "Politics" section. Media coverage included CIGI's participation at the November 2015 G20 summit in Antalya, Turkey, resulted in more than 500 articles and media mentions in major media outlets internationally. CIGI's event honouring Joe Clark at the 2016 International Studies Association (ISA) conference earned 375 citations and received coverage in more than 100 local newspapers and radio broadcast outlets across Canada.⁸ In 2017, CIGI issued more than 20 publications on G20 issues prior to the Hamburg G20 Summit, and Distinguished Fellow, and former CIGI Executive Director, Thomas A. Bernes helped to carry the message at the summit by providing on-the-ground insight to news media. The resulting interviews contributed to CIGI's widest G20 media reach yet, with almost 400 media mentions.⁹

Overall, there were 248 occurrences of high-level briefings from 2013 to the present, as compared to 82 briefings during the preceding 5-year period (2008-2012).

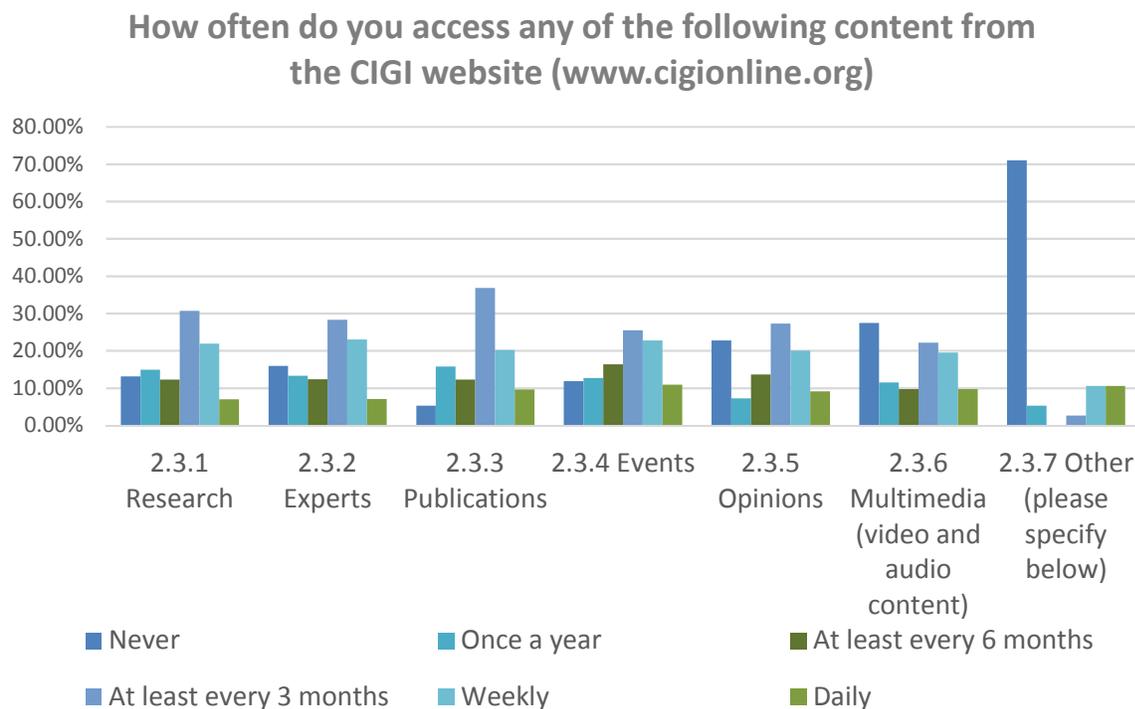
One of CIGI's key strengths is its ability to dig into academic research related to complex issues and translate it into an analysis that is useful and relevant to a broader audience and to decision and policy-makers. There were some suggestions that more concise publications may be of higher utility, with the probability of exposure to larger audiences as opposed to book-type publications.

⁷ CIGI, 2014, *Annual Report*, pg. 12.

⁸ CIGI, 2016, *Annual Report*, Pg. 22

⁹ CIGI, 2017, *Annual Report*, Pg. 15

Figure 3.5 Frequency of Usage of CIGI Outputs



Retention of Canadian Expertise

There is limited evidence indicating experts and scholars are attracted to stay in Canada because of CIGI. Part of this is attributed to the nature of academia, where academics typically pursue opportunities where they arise and provide the best individual potential. However, all persons interviewed concluded that if there were no CIGI, there would be fewer opportunities for experts in Canada. Several interviewees named three senior Fellows that might not have stayed in Canada had it not been for CIGI's presence. The ILRP, in particular, has created numerous unique opportunities where none previously existed.

Many interviewees indicated that CIGI provides unique opportunities for junior people to get exposure at the global level. There is also evidence that the CIGI post-doctoral fellowship and scholarships are contributing to the retention of talent in Canada, notably in the law program. The ILRP is now fully operational and is supporting 60 Fellows and researchers in addition to 32 students.¹⁰

The Evaluation of the ILRP (completed in 2017 and 2018 by Goss Gilroy) indicated that: "The scholarships and fellowships provided by the ILRP provide a unique opportunity for emerging law researchers to engage in policy-relevant work in a non-academic setting. The program is likely to be attracting and retaining legal scholars in Canada, allowing for the development of Canadian research capacity and scholarship."

An overview of staff retention was included in the CIGI 2018 Human Resources Report to the Board of Directors. The turnover among staff to some degree is attributed to the limited number of long-term opportunities, as most of the engagement is on a short-term contractual basis.

¹⁰ CIGI, 2017, *Update of the implementation of recommendations from the 2013 Evaluation of CIGI*, Pg.1

Table 3.3 Staff Turnover Rates

TURNOVER RATES	2013	2014	2015	2016	2017
Voluntary	10.71%	9.83%	14.7%	17%	24.3%
Overall	10.71%	18%	22%	35%	32.9%

The use of short-term contracts and absence of many opportunities for progression may limit CIGI's attractiveness for researchers looking for long-term engagement. Nevertheless, CIGI is viewed as an attractive employer, which provides a unique opportunity to collaborate with leading thinkers and engage in innovative activities. For example, CIGI was named one of Canada's Top Employers for young people two years in a row by Canada's Top 100 Employers project, an editorial competition run by Mediacorp Canada Inc.

Finding 5: CIGI is achieving its intermediate outcomes by creating safe spaces for dialogue and innovation with regards to global challenges and governance problems of key multilateral institutions such as the G7, the G20 and the Think 20.

Intermediate Outcomes

Decision-makers are engaged in policy debate sparked by new ideas and innovative solutions

Canada takes a lead in proposing solutions to governance problems of multilateral institutions

Greater capacity of Canadian experts to engage in the resolution of global challenges

There is strong evidence that CIGI has achieved results with respect to the three immediate outcomes. Using its convening power, CIGI is playing a key role in Canada and abroad by bringing together government officials, academics and researchers by creating safe spaces where ideas can be exchanged. Second, specific examples exist of Canada taking the lead in proposing solutions for multilateral governance challenges, such as the World Refugee Council, Arctic Governance, Sovereign Debt, IP and Trade. Finally, CIGI project funding has delivered dozens of opportunities that have created greater capacity of Canadian experts to engage in the resolution of global challenges.

It was noted by American participants in KIIs that the current political context in the United States does not provide much opening for external opinions, or even those expressed by high profile American think tanks. It was noted that because of its approach and independent nature, CIGI may be filling a policy knowledge gap and playing a role which its US counterparts might otherwise play. Overall however, within the United States context, CIGI is a secondary player given the existence of larger, well-established and more influential American think tanks such as the Brookings Institution, Carnegie, and the Centre for Strategic and International Studies.

There is further evidence indicating that CIGI has contributed to sparking new ideas and innovative solutions among decision-makers. Interviews indicated, for example, that the Global Economy Program and the International Law Research Program have contributed to shaping Canada's position on digital trade in the context of the NAFTA renegotiations.¹¹ The NAFTA, because it came into effect in 1994 before the internet came into wide use, did not include any rules related to these transactions, unlike the Canada-EU Comprehensive

¹¹ CIGI Paper No. 154 notably indicates that cross-border data flows are often associated with commercial transactions.

Economic and Trade Agreement (CETA), which included non-binding elements governing such data flows, and the TPP, that envisioned binding governing rules. Similarly, interviews indicated that CIGI's outputs have been used to brief ministers on issues such as trade and governance in the age of populism and on water diplomacy. There is also evidence that the French government is moving ahead with CIGI's sovereign debt resolution model.

There are numerous examples of the influence of CIGI's convening power in promoting or stimulating efforts to address international governance challenges. For example, CIGI's efforts on the Global Commission on Internet Governance, stimulated the creation of the Global Commission on the Stability of Cyberspace (GCSC), supported by the Netherlands, together with The Hague Centre for Strategic Studies (HCSS) and the East-West Institute (EWI). In 2014, CIGI and INET co-hosted *Human After All: Innovation, Disruption, Society*, an annual conference focused on innovation. The speakers included Nobel Prize Laureates James Heckman and Joseph Stiglitz.¹² In 2017, it established the World Refugee Council (WRC) to bring together the smartest minds and think about how the international community can comprehensively respond to refugees based on the principles of international cooperation and responsibility sharing. Led by former Canadian Minister of Foreign Affairs Lloyd Axworthy, the WRC brings together the best and brightest refugee experts, former presidents and prime ministers (Rita Süßmuth, George Papandreou, Eduardo Stein) civil society leaders, a Nobel Peace Prize laureate (Leymah Gbowee), and others to bring bold thinking and innovative approaches to this global problem.

CIGI has played a key role in various multilateral platforms. While the following list is not exhaustive, interviewees mentioned the following as evidence of activities which contribute to impact level results achievement.

¹² CIGI, 2014, *Annual Report*, pg. 12

Table 3.4 *CIGI's Key contributions having an impact potential*

G7/G20/T20	The Global Economy Program actively contributes to the Think 20, a network of G20 think tanks since December 2009. CIGI's expert content and analysis were highly valued in Turkey (2015).
Council of Councils	CIGI joined with the Council on Foreign Relations and an array of other premier international think tanks from around the world to establish the COC.
COP 21	CIGI experts were made available in Paris to comment and analyze COP21 discussions. In the following months, its climate experts contributed to debates, publications and conferences.
The World Refugee Council	CIGI launched the WRC in 2017 in partnership with the Government of Canada and other institutions. Although it is still in its early years, it has the potential to convene the international community to transform the global refugee system.
Arctic Governance	CIGI's research work on Arctic governance touches cross-cutting issues such as economic, environmental and international legal issues, and multilateral, Canada-US, national, regional and indigenous peoples' governance.
North American Forum	In 2014-2015, CIGI entered an agreement with the North American Forum to become its Canadian secretariat.
Canada-Korea Forum	In the context of the 2014 Canada-Korea Free Trade Agreement, CIGI participated in a high-level, track-two dialogue on issues important to both countries, including economics, energy and climate, and cultural cooperation.
Partnership with INET	This partnership resulted in the New Thinking and the New G20 research project and in the book: <i>Global Financial Governance Confronts the Rising Powers: Emerging Perspectives on the New G20</i> .

The OECD recognizes CIGI's work and involvement on the G7 and G20 and has numerous citations of its work. United Nations organizations, most notably the United Nations Conference on Trade and Development (UNCTAD) who collaborated with CIGI and Ipsos on a global survey on e-commerce, have mentioned and used CIGI's contributions.¹³

All of CIGI's programs host numerous types of events covering different areas of the world. The following table provides a summary of events by type, program, and region for the period 2013-2017.

Table 3.5 *CIGI's annual events by type, program, and region 2013-2017*

TYPE		PROGRAM		REGION	
2017					
Conferences	10	Global Economy	1	Asia	3
Workshops	32	Global Security	9	Africa	0
Lectures	23	ILRP	36	North America	71
Other public events	3	Other	26	South America	2
				Europe	12
				Australia	1
2016					

¹³ <http://unctad.org/en/pages/newsdetails.aspx?OriginalVersionID=1465>

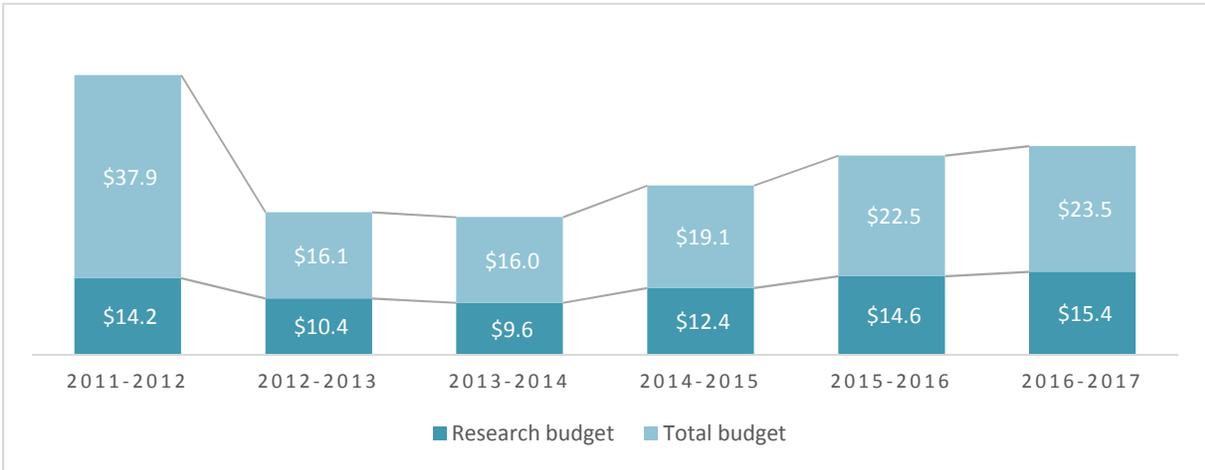
TYPE		PROGRAM		REGION	
Conferences	15	Global Economy	20	Asia	6
Workshops	53	Global Security	18	Africa	3
Lectures	27	ILRP	29	North America	83
Other public events	8	Other	36	South America	1
				Europe	10
				Australia	0
2015					
Conferences	22	Global Economy	19	Asia	6
Workshops	38	Global Security	19	Africa	2
Lectures	27	ILRP	15	North America	72
Other public events	7	Other	41	South America	2
				Europe	12
				Australia	0
2014					
Conferences	9	Global Economy	9	Asia	1
Workshops	13	Global Security	20	Africa	1
Lectures	36	ILRP	8	North America	49
Other	4	Other	17	South America	0
				Europe	2
				Australia	1
2013					
Conferences	1	Global Economy	14	Asia	4
Workshops	18	Global Security	19	Africa	1
Lectures	32	ILRP	0	North America	46
Other	1	Other	18	South America	0
				Europe	0
				Australia	0

The five year inventory demonstrates that CIGI has a large repertoire of events, which are powerful platforms to push forward new ideas and engage in the resolution of global challenges, where high-profile senior and distinguished Fellows make major contributions. CIGI also provided support for new thinkers through, for example, the joint research grants program in partnership with INET that allowed for grants to be provided to five Canadian researchers in 2013 and 2014. And CIGI has expanded its scholarship offerings through the International Law Research Program.

Finding 6: CIGI has increased its research capacity since 2013. CIGI’s capacity to deliver ground-breaking work with the launch of new projects has increased, along with the engagement of new research Fellows to lead them and the hiring of new in-house research support staff.

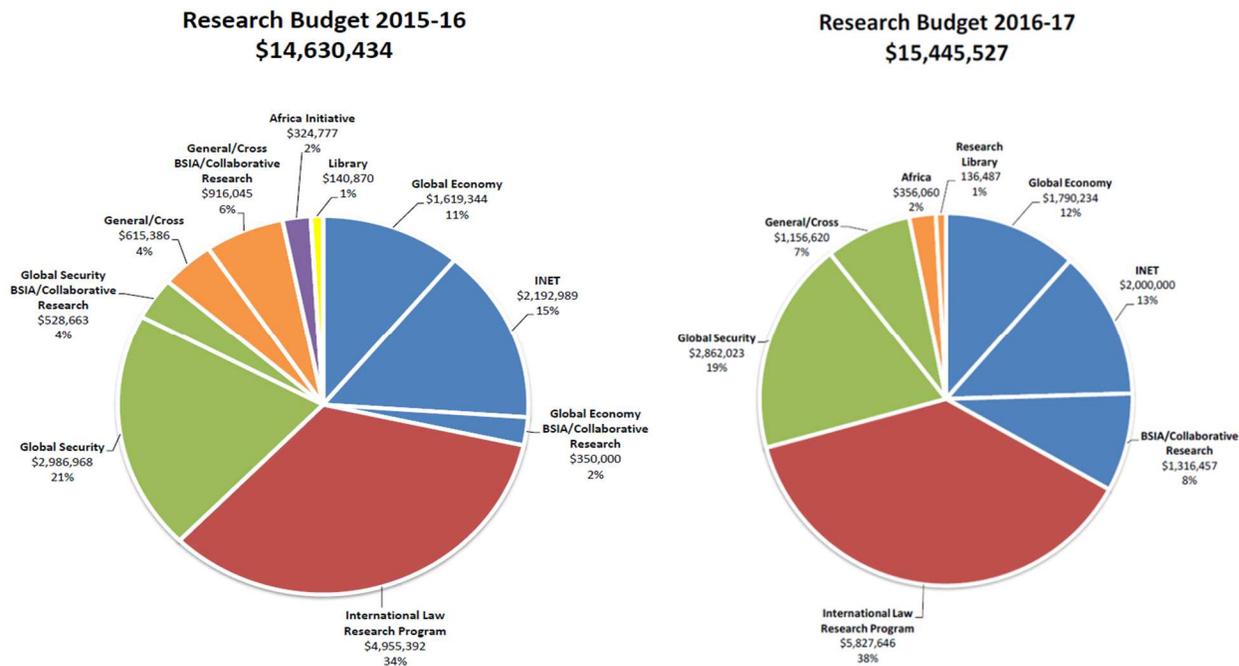
An analysis of CIGI’s Program of Work and Budget shows that the organization allocated year-over-year an increasing amount of resources to its research activities. Based on the data presented in Figure 3.6, there is an increase of 46% of the total budget allocated to research between 2012-2013 and 2016-2017. Although the years 2011-2012 were characterized by a significantly higher research budget, it only represented 37% of CIGI’s total budget. The average expenditures in research as a percentage of total expenditures increased and steadily remained around 65% of the total budget (except in 2013-2014 when it decreased to 60%).

Figure 3.6 CIGI’s annual research and overall budget¹⁴



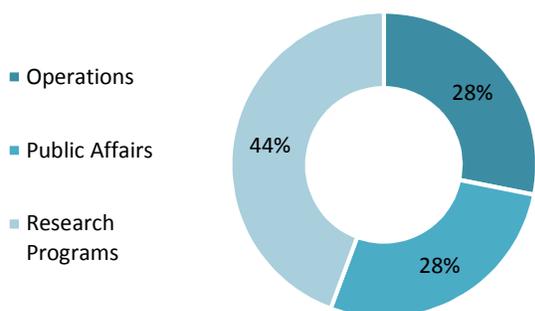
¹⁴ CIGI’s Program of Work and Budgets (2011 to 2017)

Figure 3.7 Research budget (two previous years)



The 2018 CIGI Human Resources report confirms that alongside this increase in financial resources devoted to research, the organization increased by 250% its in-house research staff between 2013 and 2017¹⁵. In 2014, it relied on 10 in-house researchers, or 22% of overall staff, while in 2017 there were 35 in-house researchers, representing 43% of total staff.¹⁶ Moreover, CIGI is affiliated with 111 Fellows, nearly five times more than in 2013 when it collaborated with 18 Fellows.¹⁷ These represent significant increases in research capacity.

Figure 3.8 Staff distribution by department¹⁸



In addition to the staff and the Fellows, CIGI also engaged 85 external contributors and awarded 30 graduate scholarships to students over the past year.

¹⁵ CIGI, 2017, Update of the implementation of recommendations from the 2013 Evaluation of CIGI. Pg. 17.

¹⁶ Ibid.

¹⁷ CIGI, March 2018, Human Resources Annual Report to the Board of Directors. Pg. 1

¹⁸ CIGI’s Program of Work and Budgets (2011 to 2017)

Finding 7: CIGI has developed a communication strategy that increased its online presence and worldwide visibility. CIGI is taking the necessary steps to improve collaboration between researchers, Fellows, Chairs and senior managers but still needs to reflect upon its partnerships with universities.

A new director of communications was hired in 2016 to bring a more focused approach to reaching key audiences. According to the update of the implementation of recommendations from the 2013 Evaluation of CIGI, he has led a re-branding of CIGI, developed key metrics to measure progress toward goals, and re-structured the communications team, with an emphasis on social media. In addition, three communications specialists were assigned – one to each program – to better facilitate planning and integration between research and communications departments. In 2016-2017, a new brand and visual identity launched simultaneously with a new website and timely, topical content, refocused the organization’s message.

The implementation of a social media strategy has yielded positive results as there has been a constant progress in the presence and influence of CIGI in social media. The following key changes were introduced:

- High-quality, printed CIGI publications with global distribution and sales of books via the McGill-Queen’s University Press agreement now mirrored by digital products.
- A reorganization of staff to accent social media and digital storytelling, an emphasis on ladder engagement (an audience-centric progression from being *informed*, to *engaged* and *influenced*) and content marketing, as well as metrics that favoured quality over quantity.
- Embracing the concept that shorter analysis pieces responding to topical issues are highly opportunistic, leading to significant social engagement.
- Use of trade talks to expand its *social-first* offerings, with quotes in reaction to breaking news, many direct-to-social videos and a live video discussion hosted via Twitter.

Table 3.6 CIGI Online Use Statistics by Platform

METRIC	2013	2014	2015	2016	2017
Twitter Followers (as of January 1)	3,832	4,480	6,408	14,870	19,700
Facebook Likes (as of January 1)	4,286	5,156	6,836	8,000	10,800
YouTube Subscribers (as of January 1)	817	1,444	1,736	2,370	4,270
LinkedIn (as of January 1)	811	1,245	1,432	Unavail.	3,700
Website Visitors (Cumulative total)	406,660	423,914	456,208	492,687	556,851
Website Pageviews (Cumulative total)	939,626	989,540	1,022,241	1,091,734	1,234,859
Website Avg time on site (secs)	89	84.3	77.25	73	72

As a result of these changes, social media platforms are now used on a regular basis (and even on a daily basis) and the community following CIGI is growing as demonstrated by the data presented in Table 3.6.

Overall, interviews with CIGI staff indicated that changes introduced in the organization with regards to communication have been positive. Survey respondents also indicated that communication was one of the key areas in which CIGI had been successful in the last few years. In particular, the digitalization of its work, the creation and dissemination of impactful videos, podcasts/audio content have significantly strengthened CIGI's social media presence. Topical interventions or commentary, such as on Blockchain, have attracted a considerable audience for CIGI products

Interview and survey data suggest the importance of using strategic communications and finding a better balance in publicizing in-depth and specialized research and wider-audience products. Although the newsletter appeared as a widely used communication tool, some considered its content should be made more appealing. Some respondents indicated concise briefings and policy papers could be potentially more useful for high-level officials than long publications.

Internal communication was identified by stakeholders as an aspect of the organization that could be strengthened. There was some consensus around the need for greater communication amongst CIGI Fellows and between CIGI Fellows and the rest of the CIGI community to enable greater awareness of what each person was doing, and how they fit into the larger strategic plan of the organization. The organizational structure around research streams was generally seen as appropriate, although it raised some questions about whether it allowed coordination and cross-cutting collaboration or if, instead, it encouraged a "silo-effect" of the organization. CIGI's new Innovation Strategy (2017) puts a strong emphasis on strengthening collaboration among researchers, Fellows, Chairs and senior managers. CIGI has introduced funds for multi-disciplinary cross-departmental research projects that seek to provide organization-wide opportunities for knowledge sharing and the exchange of ideas.

Several key informants commented on the need for CIGI to establish more collaboration in Canada, to extend its reach nationally, beyond its Kitchener-Waterloo area association with the University of Waterloo (UW) and Wilfrid Laurier University (WLU), and to create national thought networks. Too close of an association with UW and WLU may eventually constrain the willingness or ability of other universities or professors to work with CIGI, especially since funding frameworks have forced universities to become increasingly competitive (especially in Ontario). Other think tanks in Canada often draw from a wider range of universities and research institutions than CIGI, and over time have built networks of associated researchers that are nationally recognized in their field. There is little doubt that CIGI's funding capacity gives it considerable ability to attract collaborators, and that it is or can become the key centre of expertise in its subject domains by building a network of top scholars and policy experts from across Canada and globally. Attaining this potential will require CIGI to pay careful attention to the environment that universities and research institutions are being forced to operate in, and to balance their needs with its own when establishing collaborative arrangements.

Some KIIs indicated a more frequent and prominent presence in Ottawa would increase direct engagement with the federal officials. The need for CIGI to both continue and expand recent efforts to build up its profile in Québec and in the francophone media was also noted.

3.3 Impact

Finding 8: The evaluation found limited evidence of the achievement of the ultimate outcomes of CIGI's work. No significant unintended impacts – either positive or negative – were observed.

Ultimate Outcomes

Policy changes contribute to well-being of Canadians and people globally

Improved governance of multilateral organizations

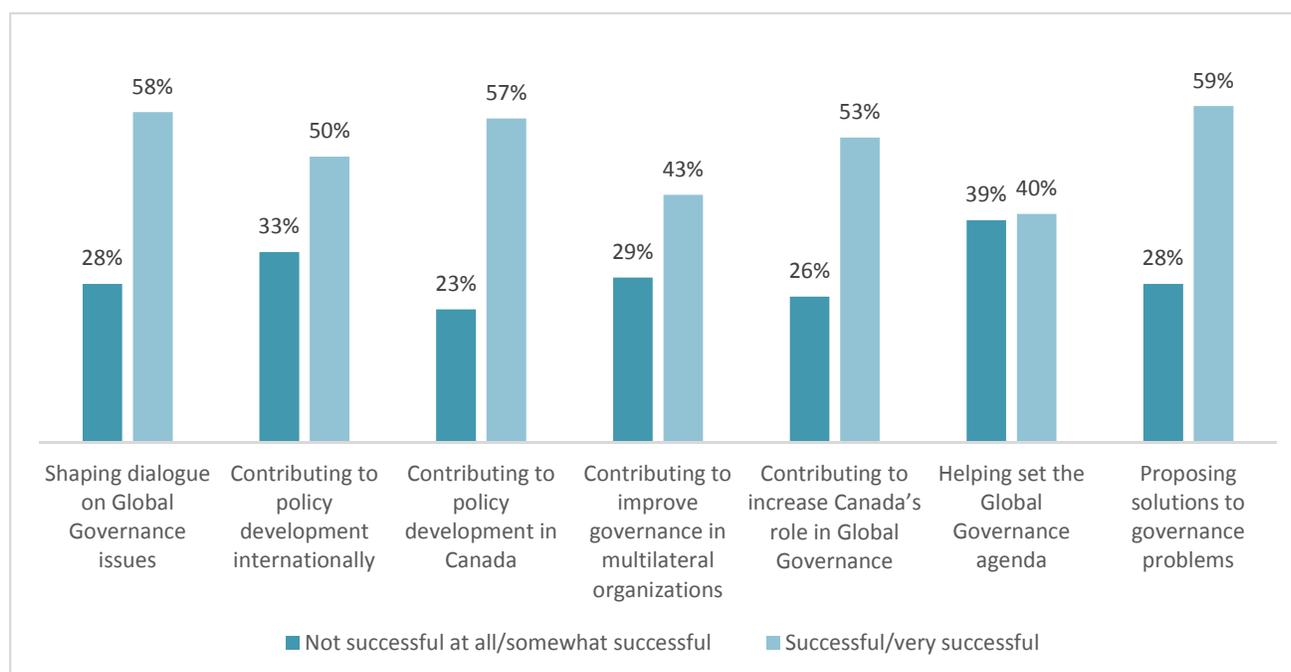
Higher profile for Canada in the resolution of global challenges

Assessing longer-term, sustainable and transformational change requires substantial longitudinal evidence. Evidence to date indicates that CIGI is achieving progress in achieving its ultimate outcomes, but definitive achievement is not identifiable (as of yet). Key informant interviews indicate that CIGI's efforts directed towards multilateral actors, such as with the programs on the G20, internet governance or the World Refugee Council, have been the most visible and had the highest potential in terms of impact. Given its international focus, and the relevance and quality of its outputs, there was also a shared impression that CIGI was contributing to a higher profile for Canada across the world on very specific issues (internet governance, G7/G20/T20, IMF and World Bank work, refugees in particular). CIGI has raised the Canadian point of view on several international and multilateral platforms through the contributions of very specific people, yet these contributions have not been transformative.

This evidence is consistent with the survey results presented in Figure 3.8 indicating a majority of respondents agree that CIGI has been successful or very successful in proposing solutions to global governance problems (59%) and in shaping dialogue on global governance issues (58%); less successful in effectively contributing to policy development internationally (50%), to improving actual governance of multilateral organizations (43%), and to setting the global governance agenda (40%).

The strong impression that CIGI is contributing to policy development in Canada (57%) is consistent with the fact that it has more influence on the local/Canadian policy development than on international policy processes. This is also consistent with the fact that CIGI's international positioning is more relevant to Canadian policy-makers than to international policy-makers. It also supports the idea that its international positioning is what is making CIGI relevant to its national stakeholders. Beyond this impression, there is little evidence or specific examples of policy changes that can be attributed to CIGI's work and that are, in turn, directly contributing to the well-being of Canadians and people globally.

There was a general agreement across consulted stakeholders that it is extremely difficult to identify what had been the long-term impacts of CIGI with regards to its ultimate outcomes. It is worth noting that identifying long-term impacts is a high bar for success, and that there is not an expectation to see many instances of a think tank's work contributing directly to policy changes.

Figure 3.9 Survey respondents' perceptions on successfulness of CIGI with regards to its objectives¹⁹

No significant positive or negative unintended impact were identified through the evaluation process.

3.4 Planning

Finding 9: CIGI has implemented the recommendations made by the last independent evaluation of CIGI conducted in 2013, most notably those related to the development of an innovation, communication and use of infrastructure strategy.

All of the recommendations of the 2013 Evaluation have been implemented. This section includes a short analysis of the evaluators' assessment of the degree of implementation of the different recommendations that were made by the last independent evaluation in 2013.

Table 3.7 Level of implementation of 2013 recommendations

RECOMMENDATIONS	RATING*	EVALUATORS' OBSERVATION
Rec. 1: Increase in research capacity through better utilization of existing resources and the addition of new positions.		The average expenditures in research as a percentage of total expenditures increased and steadily remained around 65% of the total budget
Rec. 2: Development of a communication strategy		A new director of communications and three communication specialists were hired in 2016.

¹⁹ N=90, excludes "don't know" answers.

RECOMMENDATIONS	RATING*	EVALUATORS' OBSERVATION
		A social media strategy was developed and yielded positive results.
Rec. 3: Implementation of project selection procedures		The Program of Work and Budget (PWB) process has been operational since 2012 and defines planned projects and activities for the coming year. Project proposals are reviewed by the programs' management team according to four criteria (research quality, policy impact, fit with strategic objectives and mandate, budget considerations). There are retreats for senior management and for communications staff to agree on priorities. There is limited evidence on how the selection criteria are implemented, as indicated for example in the ILRP's evaluation (2018). ²⁰
Rec. 4: Development of an evaluation plan and Performance Measurement Framework		CIGI agreed in 2013 to develop a corporate-wide evaluation plan along with its SP 2015-2020. The President, the Director of Evaluation and Partnerships developed a program for voluntary evaluations of selected programs (e.g. G20) and mandatory 5-year - CIGI 2018 and ILRP 2018. The Director outlined the detailed process for which evaluations are externally commissioned in open tenders. Evaluations and their recommendations are reviewed by the Management and the Board, responded to and action taken. It would be prudent for organizational records to consolidate forward action in a single "evaluation plan" document. The SP 2015-2020 includes a logical framework and logic models developed for different programs.
Rec. 5: Development of a strategy for use of infrastructure		A space utilization plan was developed and was implemented based on a re-assessment of the campus and the needs of staff undertaken directly following the 2013 evaluation. CIGI encourages staff and scholars to work in conference rooms and open areas throughout the building designated for free-thinking and collaboration between programs and people. CIGI's move to a new campus is perceived as a positive change.
Rec. 6: Development of an innovation strategy		An internal innovation strategy was developed by CIGI's Managing Director in 2017 and was presented to senior management; it outlines how CIGI is seeking to identify and address emerging global governance challenges in novel ways. This has been a significant achievement. ²¹

²⁰ "There is little evidence to suggest that the ILRP's project selection process is informed by the determined needs of stakeholders in any sort of structured or formal way. [...] there are no strict project selection criteria, intended audience identification, or intentional alignment to the program's logic model that is documented and communicated". 2018 Goss Gilroy ILRP Evaluation.

²¹ CIGI has experimented with different innovative approaches including: Creating partner networks with government on in-demand issues, like the Global Trends Network with GAC; Collaborating to provide IP legal advice with Communitex in

RECOMMENDATIONS	RATING*	EVALUATORS' OBSERVATION
	High	The clear orientation given by the innovation strategy to support young scholars through scholarships, research opportunities with external partners, opportunities at national and global conferences, mentorship and networking opportunities is a work in progress.
Rec. 7: Restructuring of the Board composition	High	CIGI moved to a single Board in 2014, as per the recommendations of the 2013 evaluation. This is perceived as a positive change that has increased coherence.

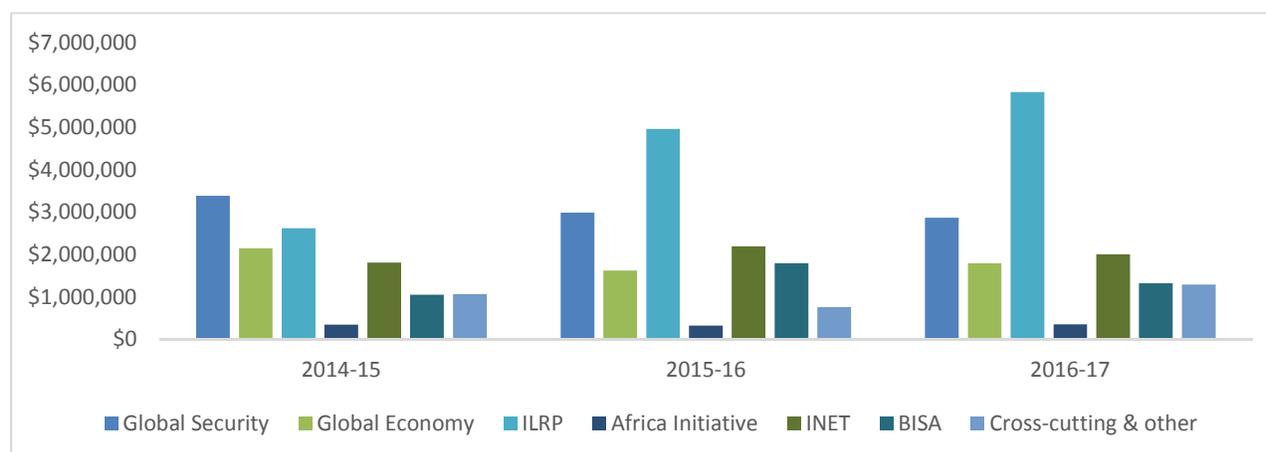
*Legend: High ■ Medium ■ Low ■

3.5 Management, Efficiency, M&E

Finding 10: CIGI activities are sufficiently funded and implemented within budget. The ILRP resources have been increasing more rapidly than those allocated to the two other programs.

The Program of Work and Budget process has now been operational for 5 years and clearly defines planned projects and activities for the coming year. New financial software (WorkPlace) now allows managers and program leads to frequently monitor spending against planned budgets. A quarterly review of spending against budget takes place at CIGI Board meetings. Interviews indicated there is no particular concern regarding the budget management although while the Global Economy and Global Security & Politics programs' budgets are comparable, the ILRP is much better resourced to the point it is equivalent to the other two programs combined.

Figure 3.10 Budget allocations from 2014 to 2018



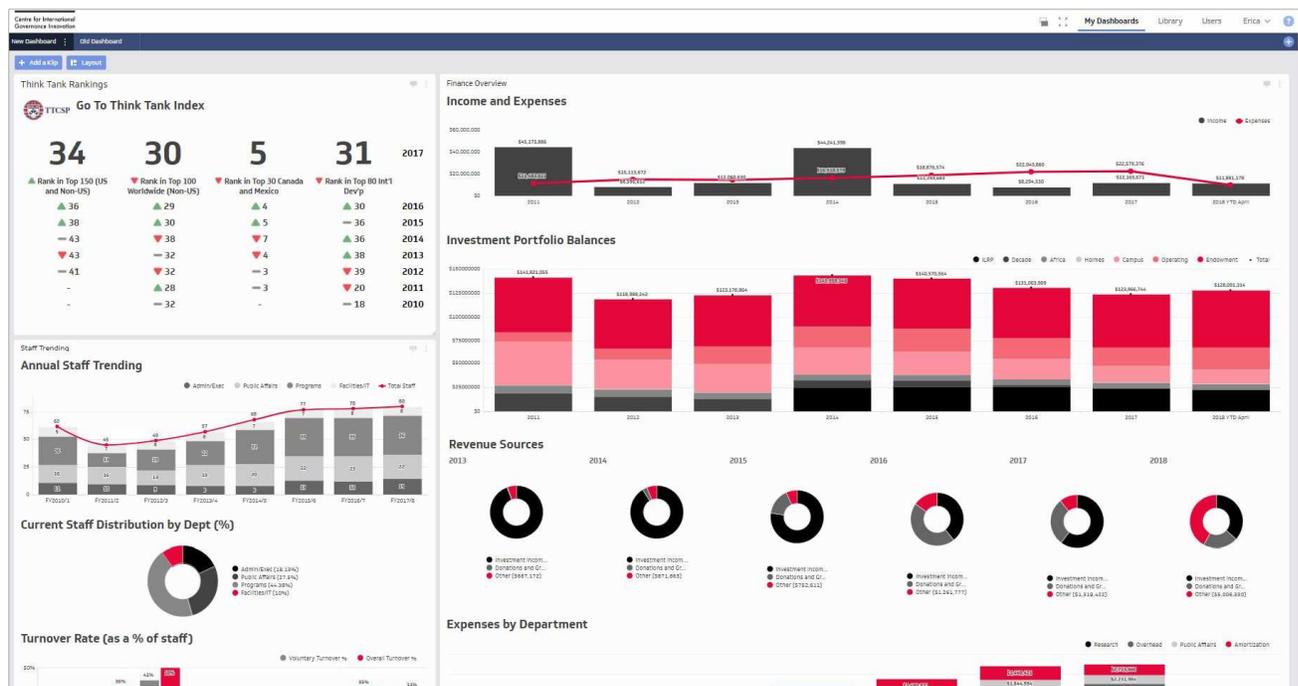
2014; with University of Windsor on a law clinic in 2015; with D2L on a MOOC in 2016; and with Osgoode on an innovation clinic in 2017; Initiating a blockchain and international law policy gym to apply emergent technologies to address complex law and governance challenges; - Launching news-media projects on relevant governance topics, including OpenCanada and Arctic Deeply; Applying a new 'Digital First' approach to programs in the dissemination and, in some cases, the design of key projects.

Finding 11: CIGI has taken significant measures to foster an evaluation culture for learning and accountability purposes.

CIGI created an Evaluation and Planning position in 2012 to improve learning and knowledge sharing across the organization. The Director of Partnerships and Evaluation is now required to work with Program Directors and has contributed to the development of project and program logic models, notably for the ILRP, G20 and World Refugee Council. The Strategic Plan 2015-2020 is also the first to include a logic model defining outputs, outcomes and indicators.

Performance data is now being collected from all departments to track progress across the organization.²² Tracking of the quality of the data being collected and on whether data is effectively collected is done in a systematic manner around the key performance indicators contained on the CIGI Dashboard (hosted by Klipfolio). A risk assessment process is carried out annually, led by the Director of Partnerships and Evaluation.

Figure 3.11 Snapshot of CIGI Dashboard



Following the recommendations of the 2013 evaluation, CIGI has implemented an evaluation approach that includes independent, internal voluntary evaluations and mandatory planned evaluations. Beyond the 5-year evaluations mandated for CIGI by the Government of Canada and for the ILRP by the Government of Ontario, CIGI has to-date implemented one voluntary evaluation on its G20 activities and another voluntary evaluation is planned for 2019.

These actions demonstrate there is a strong commitment towards monitoring, evaluation and organizational learning. More improvements are being introduced to promote continuous results reporting to demonstrate effectiveness, efficiency and value for money.

²² CIGI, 2017, Update of the implementation of recommendations from the 2013 Evaluation of CIGI

Finding 12: The amalgamated Board of Directors is effective and functioning according to its governance mandate, effectively overseeing CIGI and the proper implementation of the Funding Agreement.

CIGI restructured its Board of Directors in October 2014 by merging and streamlining its former Operating Board of Directors (OBD) and International Board of Governors (IBG), in response to the recommendation of the 2013 external evaluation. Data collected through interviews indicates unanimous support for this change and reveals that it is perceived as efficient and effective. The Board’s operational effectiveness is evidenced by CIGI’s ranking on the Go To Think Tank Rankings where it has recently become the top ranked Canadian think tank in the “best managed” category (ranking 44th). The strong financial position of CIGI, its history of decisive and strong commitment to important international governance issues and supportive position of the CIGI management team were identified by KIs as evidence of the quality of its composition and performance.

Table 3.8 *Composition of CIGI Board*

BOARD MEMBER	GENDER (F/M)	FRANCOPHONE
Jim Balsillie	M	N
Ahmed Galal	M	N
Arif Lalani	M	Y
Andrés Rozental	M	Y
Maureen O’Neil	F	Y
Taylor Owen	M	Y
Scott Clark	M	Y
Scott Burk	M	N
Paul Samson	M	Y

Although key informants interviewed indicated that the Board is diverse and effective in terms of its functional representation, it could be strengthened by moving towards gender equality and increased diversity. Structured turnover within the Board would provide stability and foster innovation and new ideas that come with changes in the Board. Turnover could be enhanced through the adoption of a term limit policy.

Finding 13: Location is a limited influencer on effectiveness and reach.

CIGI’s input in the form of research, studies, and testimony is seen as of high value by Government of Canada, demonstrated particularly by the Global Politics & Security and Global Economy Programs and there is evidence of a desire for increased engagement in these areas. Ottawa engagements, briefings, meetings and the Ottawa lecture series (“Global Policy Forum”) are seen as very influential and useful, and demand from government officials for more engagement of this type is evident.

The evaluation surveyed, reviewed and discussed the benefits and drawbacks of CIGI’s location in Kitchener-Waterloo. CIGI was established in the region as a demonstration of the founder’s commitment to the area. The Government of Canada’s and Ontario’s subsequent contributions to CIGI programming provide clear evidence that the geographic location of the Centre does not limit its ability. In a connected world, movement of ideas

and concepts, location is not an impediment to dissemination of information. And considering CIGI's media capacity, both in digital and print form, it has the ability to broadcast information widely.

A secondary question, however is tied to influence and personal connectivity being limited by location. This concern relates to working and meeting regularly with the federal government in Ottawa and as an impediment to more frequent international visitors coming to CIGI as it is not a main transportation hub (such as Toronto). It was suggested that a semi-permanent presence in Ottawa would support increased regular contact with senior level policy makers, increased participation in Parliamentary activities and generally provide a more prominent position in decision-making processes. Similarly, international collaborators indicated that the location is not an impediment to working together, but rather a limiter of engagements (due to flight connections). However, it was indicated by international KIs that an Ottawa presence would not address this issue.

The scope and size of such a presence in Ottawa is subject to study by CIGI, but not necessarily concluded as a necessary or imperative step, as CIGI Senior Managers and Program Directors make frequent and regular missions to Ottawa, as well as on-demand consultations. Moreover, CIGI has developed a capable logistics system which is able to move visitors seamlessly to the Centre; it has also proved adept at organizing events internationally and off-site to ensure high participation rates.

3.6 Comparative analysis

Finding 14: CIGI compares favourably to institutions in Canada and abroad.

CIGI compares very favourably to comparator think tanks. External rankings (Global Go To Think Tank Index Report, Transparify) generally rank CIGI in the top two or three when compared to other Canadian institutions, and often quite favourably when compared internationally as well. These favourable evaluations provide very positive external validation of CIGI's work. In addition, a review of basic data from comparator think tanks in Canada (The Fraser Institute, The C.D. Howe Institute, The Asia Pacific Foundation) and internationally.

The Centre for Global Development indicates that CIGI is generally performing well along basic measures of output per dollar of expenditure. In comparison, CIGI either performs well above average (measures involving website activity and other digital media presence) or on par with the norm for other Canadian think tanks; there is no measure on which CIGI performs unusually poorly in a comparative sense. What is also clear from the comparative analysis (especially from the Global Go To Think Tank Index Report) is that CIGI's performance has been notably stronger in recent years. The improvement since 2013 is particularly encouraging.

In terms of the detailed analysis of the Global Go To Think Tank Index Report, CIGI first enters into the reported rankings in 2010. It must be noted that when the reports began in 2008 there were many fewer categories than currently exist, and in many instances only the top few think tanks are reported; in the 2008 report some categories only presented the top five think tanks. The emergence of a think tank in the rankings may reflect the performance of the think tank, but it may also reflect simply the expansion of categories and the presentation a longer list of ranked think tanks in each category. In addition, changes in rankings also reflect the inclusion of new think tanks in the assessment process. Finally, it should be kept in mind that these rankings do reflect subjective assessments and do not exhibit transitivity across rankings. For example, the Fraser Institute ranks higher in the global category than it does in the non-U.S. category, and while CIGI ranks as the second best Canadian think tank in the global and non-US categories, it sometimes ranks third or even fourth in the Canada-Mexico category.

With these caveats in mind, the reports present three categories of rankings: global and regional, by subject matter, and by achievement. In terms of the global and regional rankings, CIGI has consistently been the second best Canadian think tank in the global and non-US rankings, averaging around 37.8 globally, and 32.9 for non-US think tanks. After initial volatility, the rankings for CIGI have stabilized at below this average, suggesting a steady trend of improvement. On average CIGI ranks 4th (4.25) in the Canada-Mexico category, and ranges from 3rd to 7th in the category, and 2nd to 4th of the Canadian think tanks. Aside from the Fraser Institute consistently ranking as the top Canadian think tank in the Canada-Mexico region, the ranking is fairly volatile and since 2010 CIGI has shared the second spot for Canadian think tanks with IRPP, C.D. Howe, NSI, and IDRC.

Table 3.9 *Go To Think Tank Rankings: Top Three Canadian Think Tanks by Geographic Category (ranking in parentheses)*

YEAR	GLOBAL RANKINGS			NON-U.S. THINK TANKS			CANADA-MEXICO REGION		
2017	Fraser (21)	CIGI (35)	none	Fraser (21)	CIGI (30)	none	Fraser (1)	IRPP (3)	CIGI (5)
2016	Fraser (19)	CIGI (36)	none	Fraser (24)	CIGI (29)	none	Fraser (2)	CIGI (4)	IRPP (6)
2015	Fraser (17)	CIGI (38)	none	Fraser (23)	CIGI (30)	none	Fraser (1)	C.D. Howe (4)	CIGI (5)
2014	Fraser (19)	CIGI (43)	none	Fraser (23)	CIGI (38)	none	Fraser (1)	C.D. Howe (3)	IRPP (6)*
2013	Fraser (22)	CIGI (43)	none	Fraser (23)	CIGI (32)	NSI (44)	Fraser (1)	NSI (3)	CIGI (4)
2012	Fraser (29)	CIGI (32)	NSI (38)	Fraser (25)	CIGI (41)	none	Fraser (1)	CIGI (3)	NSI (4)
2011	Fraser (30)	none	none	Fraser (16)	CIGI (28)	none	Fraser (1)	IDRC (2)	CIGI (3)
2010	Fraser (25)	none	none	Fraser (16)	CIGI (32)	IISD (48)	Fraser (1)	IDRC (2)	CIGI (3)

* In 2014 CIGI was the fourth best Canadian Think Tank in the Canada-Mexico region, ranking 7th overall in the category.

CIGI has appeared in seven of the subject-specific categories. It first appeared in the Defence and Security category in 2015, improving its ranking from 88th in 2015 to 74th in 2017. It is one of only two Canadian think tanks in the category, ranking behind the Fraser Institute (ranking in the mid to high 60s). CIGI has been in the “best environmental think tank” list since 2015 as well, ranking in the low 80s as the third best Canadian think tank (behind IISD and the Pembina Institute). CIGI is the only Canadian think tank in the foreign policy area, where it has been ranked in the high 80s since 2015. Since first appearing in the international development category in 2010, CIGI has ranked in the top three Canadian think tanks with overall ranks ranging from 18th in 2010 to the low 30s by 2017. Amongst Canadian think tanks, CIGI has shared the category with IISD, NSI, IDRC and (most recently) the Fraser Institute. After initially declining, CIGI’s rank in the category has improved from 36th in 2015 to 31st in 2017. In the international economic policy category, CIGI initially ranked very highly in 2010 and 2011 (18th and 16th respectively) and was the top Canadian think tank until being displaced by the Fraser Institute in 2012. Since then CIGI has fallen in ranking to the high 60s, and is now third behind the Fraser Institute and IRPP. In Science and technology, CIGI has been the top Canadian think tank since 2015, improving

from early rankings of 38th and 40th to 16th in 2017. Finally, CIGI is the only Canadian think tank in the transparency and governance category and ranks from 27th to 30th globally.

Overall, given the relatively short time span in which CIGI has been in some of these subject categories, CIGI has done very well amongst Canadian think tanks with recent trends of improvement in defence and security, international development, science and technology. It has maintained consistent, solid overall rankings in the environmental, foreign policy, and transparency and governance category, though it has declined in the international economic policy category since 2011.

The final set of categories is based on specific achievements and operations. This set of categories has expanded dramatically over time, of which 14 are analyzed here. CIGI has recently become the top ranked Canadian think tank in the “best managed” category, ranking 44th in the last two years compared to the Fraser Institute, which ranks in the high 60s. It is the highest ranked Canadian think tank in the policy for quality and integrity category, ranking 10th in the last two years, displacing the Fraser Institute which ranked 7th in 2015 and 20th in 2017. In recent years CIGI has made occasional appearances in more volatile categories such as “best institutional collaboration,” “best policy study or report,” and “best conference.” It has not achieved a high enough ranking to appear in categories such as “best new idea or paradigm,” “best use of media,” “most innovative policy idea,” “most significant policy impact,” and, since 2010, “best external relations”. It should be noted that the Fraser Institute often ranks in these four categories. More recently, CIGI has joined the Fraser Institute as the only Canadian think tank in the “best use of the internet,” improving from 31st to 22nd overall; the Fraser Institute has similarly improved from 17th in 2013 to 8th in 2017. The Fraser Institute is the best Canadian think tank in the “best network” and “best use of network and social media” categories, but CIGI has become the number two Canadian institute in the latter category, and ranks 2nd or 3rd in the former one. Finally, unlike the Fraser Institute, CIGI has ranked in the “think tanks to watch” category since 2015 as the top Canadian entry in the last two years with an overall rank as high as 14th (2016).

Any comparison of think tanks needs to be regarded with some caution. The methodology used in the Global Go To Think Tank Index Report uses experts to rank nominated institutions, and rankings are notoriously problematic as a measure of actual performance since changes in rankings are as likely to reflect the improvement or decline of comparators. In addition, these rankings do favour organizations linked to broader coalitions of like-minded institutions. Amongst Canadian organizations, the Fraser Institute ranks extremely highly in the report, which may be due in part to its linkages to a large network of right-of-centre or libertarian think tanks that are common in the United States. Its high ranking also reflects, to a degree, the fact that it has been around a long time (since 1974). In the initial selection of comparator institutions for this evaluation, however, the Fraser Institute was not chosen primarily because its reputation in Canada is that it is too ideologically motivated to be used as a source of objective analysis for policy making, a conclusion largely supported in key informant interviews.

Finally, the rankings seem to exhibit a high degree of inertia even in categories that arguably should exhibit faster turnover (such as in the category of most innovative idea or paradigm). This inertia will likely benefit CIGI in the rankings in future years, having entered into several categories in the past two or three reports. What is particularly noteworthy is that CIGI is a relatively new institution, and the age and maturity of a think tank is important in terms of building up a reputation amongst both its peers and amongst policy makers. As the Go To Think Tank rankings mature and the categories and breadth of coverage stabilizes, the rankings will become more useful over time as a gauge of performance.

The Global Go To Think Tank Index Report analysis does lend support to elements of the key informant interviews. For example, reports that were mentioned in the rankings were often annual publications that had over time acquired value in uses such as research, so that analysts anticipated and looked forward to each

annual version. In turn, the idea of “flagship” publications and the need to develop and maintain marquee brands was mentioned in several interviews as well. There are lessons in this ranking that can be useful to CIGI in terms of identifying useful activities. Examining how CIGI performs in specific ranking categories of interest, and analysing the associated performance and activities of specific comparators, could provide useful information for CIGI’s management. While chasing higher rankings in the report is not really useful, overall, the ranking will be a useful indicator of CIGI’s relative performance over time even though changes in its rank will need to be assessed carefully.

The Transparify ranking methodology (which places CIGI in the top category of funding transparency) is much more favourable to CIGI, since CIGI financing relies very heavily on investment income or large donations or project grants. In contrast, the Fraser Institute and C.D. Howe Institute (which rank as relatively opaque financially) appear to have many small donations as well, which can make high levels of transparency more difficult. The transparency score likely reflects an institution’s funding model and the balance of large public and small private donors. The five-star rank will be a useful target for CIGI, and monitoring Transparify’s ranking in future years will be a good indicator of the organization’s performance in terms of funding transparency.

The final element of the comparative review consisted of an analysis of recent annual reports from CIGI, The Fraser Institute, the Center for Global Development, the Asia-Pacific Foundation, and the C.D. Howe Institute. In terms of comparing inputs we examined the listed “fellows” and “staff” per \$1 million of expenses. As can be seen from the following charts CIGI is relatively “understaffed.” The analysis is not definitive, as the role of staff and the importance and research productivity of fellows may vary considerably across (and indeed within) think tanks. These charts do suggest some potential value for CIGI to do a more in-depth analysis of how its personnel structure compares with other think tanks, and whether lessons can be learned from others.

Figure 3.12 *Fellows per \$1 Million Expenses*

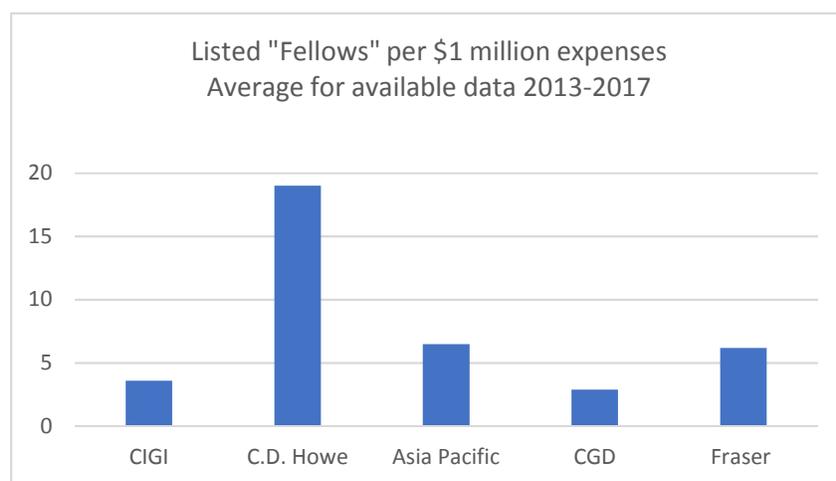
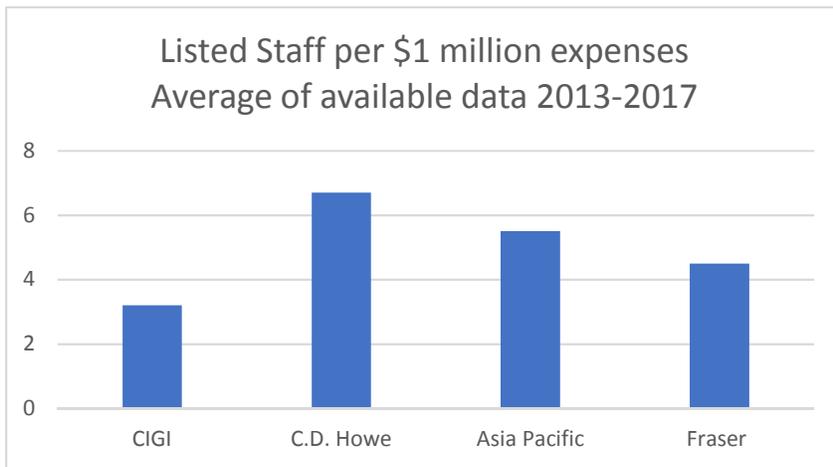


Figure 3.13 Staff per \$1 million Expenses

The output analysis is more problematic due to the heterogeneity of think tank activities, objectives, and measurement of outputs. We examined four categories and present three figures with results below. Aside from the Fraser Institute, CIGI ranks on the lower end but within a reasonable range of the other think tanks used in the comparison. In the fourth (uncharted) comparison of claimed web-views per \$1 million of expenses, CIGI places second of the five comparators, significantly above C.D. Howe, APF, and CGD but also significantly below the Fraser Institute.

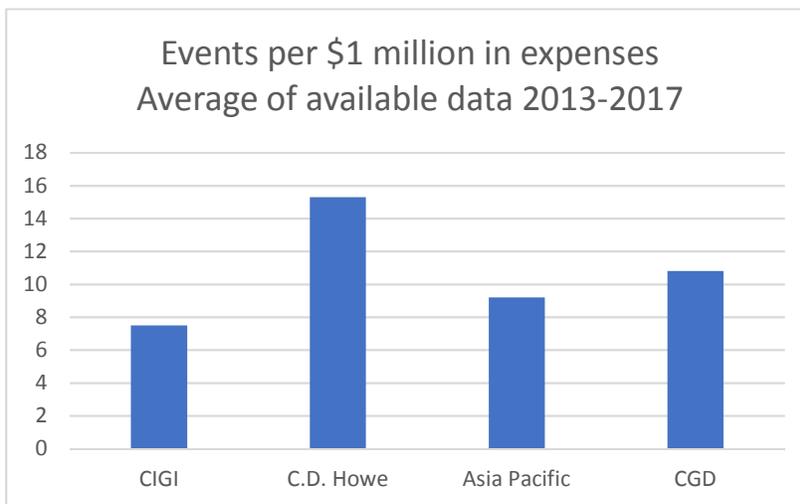
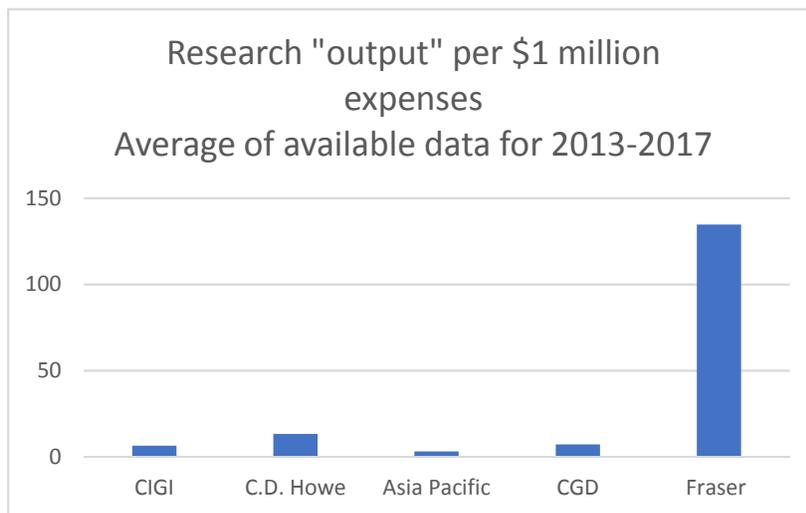
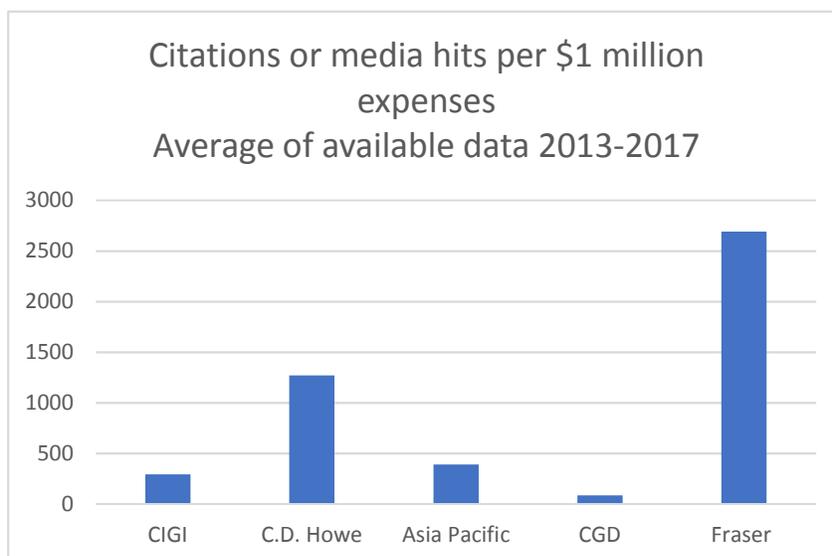
Figure 3.14 Events per \$1 million expenses

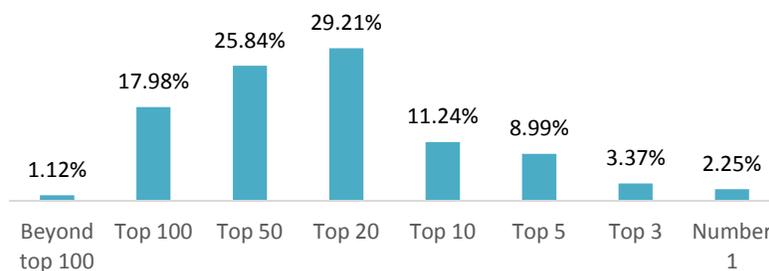
Figure 3.15 *Research Output per \$1 million expenses***Figure 3.16** *Citations / Media Hits per \$1 million Expenses*

The comparative analysis conducted specifically for this evaluation is a useful guide, but it is somewhat challenging given the absence of comparability in reporting by the different institutions. Annual reports do not generally provide the standardized measures of performance required for a reliable comparison. Comparing “outputs” is extremely problematic due to differences in what each organization considers a “publication,” or an “event,” or even a “website visit.” Measures of performance relative to expenditures (or revenue, though the latter is often far more volatile than the former and thus less useful for year-on-year comparisons) are also problematic, since some types of output are more expensive than others. For example, small and domestically-focused think tanks in Canada will likely have lower event costs due to the heavier use of domestic participants with lower travel costs, while CIGI may have far more costly events to bring international perspectives to the table.

CIGI has done extremely well in terms of identifying and quantifying a range of performance measures, which will be useful for on-going performance analysis. CIGI could benefit from defining priorities in staffing and outputs and then conducting a more detailed comparative analysis of one or two other think tanks that are doing similar work.

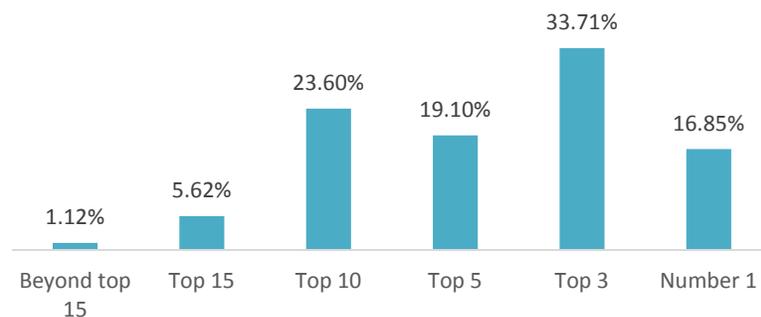
The final component of the comparative analysis used the interviews and surveys to rank CIGI against its peers. The figures below present the main results from the survey and illustrates that CIGI is highly regarded amongst the respondents. Over 50% of respondents ranked it in the top three in Canada, and over 25% identified it as in the top 10 globally. Although these are subjective responses from a non-random sample, they are indicative of CIGI's good reputation and high profile.

Figure 3.17 CIGI's perceived ranking among public policy think tanks globally



Overall, the comparative analysis generated a very favourable evaluation of CIGI. Despite being relatively new, it has emerged as a valuable institution that is respected by its peers. It has achieved high measures of performance in key areas of management and transparency. These very high standards have largely been established over the period of this evaluation, which augurs well for continued success over the short and medium term.

Figure 3.18 CIGI's perceived ranking among public policy think tanks in Canada



4 Strengths and areas for improvements

The evaluation of CIGI was a learning opportunity and the results of the evaluation are intended to influence the planning and design of future activities. As such, identifying key strengths and areas for improvement of CIGI support continued effectiveness.

Strengths

1. **Quality of personnel and of products:** Overall, respondents were highly convinced that CIGI is an organization with a strong management team and research capacities and that the combination of these two elements has led to high quality results, both in terms of content and in terms of logistics during events.
2. **Enviably reputation and convening power:** One of CIGI's key strengths and one of its comparative advantages, is its extensive network in Canada and internationally. This network, coupled with the quality of its personnel, has given CIGI an enviable reputation and has been increasing its convening power.
3. **Nimbleness:** CIGI is perceived as a small and nimble organization able to cover multiple topics, create synergies among them and rapidly adapt to a constantly evolving landscape.
4. **Unique niche in international governance:** CIGI's emphasis on governance and on international issues is perceived as a unique niche in the world of think tanks in Canada.
5. **Neutrality and Sustainability:** CIGI is often perceived as a neutral, non-ideological think tank and, on the international scene, to bring a valuable Canadian perspective. CIGI is also perceived as having stable and sustainable funding, allowing it to invest in high quality products and events.

Areas for improvement

1. **Strategic focus:** While CIGI's versatility is generally perceived as a strength, interviewees indicated CIGI should undertake a more strategic assessment of the international governance gaps to be able to allocate its human and financial resources more strategically (and to increase its impact potential).
2. **Engagement of young scholars:** As previously pointed out, there is a general perception that CIGI needs to increase opportunities for young researchers to grow within the organization, and to reduce staff turnover. Interviewees noted a need to provide more opportunities, including mentoring opportunities and more permanent positions to young scholars. Stronger engagement of youth may stimulate innovation within the organization.
3. **Internal versus external communication:** There is a shared perception that an increasing amount of resources (notably human resources) has been devoted to communications and social media presence. This has given rise to a concern that emphasizing too much on communication might put at risk, or be done at the expense of, the quality of the content. Conversely, this has increased CIGI's effectiveness in getting the message out.

5 Conclusions and Recommendations

The following recommendations draw upon the different findings of the evaluation and on the follow-up discussions with the Evaluation Steering Committee.

FINDINGS	CONCLUSION	RECOMMENDATIONS
Finding 1; Finding 2; Finding 3	CIGI's objectives, strategies and programming have remained aligned with the Funding Agreement with the Federal Government. CIGI's work in the area of global economy, global politics and security and in international law were moreover considered as highly relevant within the current national and international context. Most importantly, CIGI has understood that in a globalized world, domestic and international issues are increasingly intertwined and that they must be addressed simultaneously.	1. CIGI's role as an independent, non-partisan think tank whose mandate through research is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security & politics, and international law should be maintained.
Finding 2; Finding 4; Area of Improvement 2	Despite the efforts of the organization to give more space and opportunities to young researchers within the organization (and most notably in the ILRP), collected data tends to indicate that more opportunities should be provided to them. Moreover, turnover has been a concern for young scholars.	2. Avenues for increased opportunities for interaction with young researchers and scholars from Global Economy and Global Security & Politics programs with government stakeholders should be explored. The Government of Canada has expressed interest in the benefits of such an approach that includes "new thinkers".
Finding 4; Finding 5; Finding 6	CIGI has been an effective organization able to reach its immediate and intermediate outcomes by co-constructing relevant research products that are consistently being used by its national and international stakeholders. This was partly achieved through CIGI's increased investments in its research capacity and through the hiring of new in-house research support staff. However, the evaluation also observed a high turnover of staff within the organization that could put at risk the progress achieved to date.	3. Address staff turnover or "churn" issue. Reduction of turnover would support achieving productivity gains and stability of human resources.
Finding 7; Area of Improvement 3	CIGI has made some important improvements with regards to its communication approaches by increasing its external communication capacities. Yet, Internal communication was identified by stakeholders as an aspect of the organization that could be strengthened. More specifically, there is a need to increase communication amongst CIGI Fellows and between CIGI	4. CIGI should promote enhanced interaction between / among Fellows across the entire organization; CIGI senior managers should plan more regular meetings with CIGI researchers, Fellows, and Chairs to discuss expectations, roles, research involvement and synergies. CIGI should

FINDINGS	CONCLUSION	RECOMMENDATIONS
	Fellows and the rest of the CIGI community. There are also concerns about the potential “silozation” of the organization.	improve communications and interaction between ILRP and other programs and stakeholders. There is not a strong knowledge or understanding about its work.
Finding 8; Area of Improvement 1	CIGI is an effective organization able to reach its immediate and intermediate outcomes. However, the evaluation found limited evidence about its potential contributions to ultimate outcomes and impacts.	5. Establish Clear Thematic Key Projects or Priorities – one per Department, using existing logic models as a guide. CIGI could strategically focus resources on a few program priorities to increase impact and influence on policy makers.
Finding 9; Finding 10; Finding 11	The evaluation concludes that CIGI is an efficient organization able to deliver results within established budgets and schedules. The Program of Work and Budget process operational for 5 years has contributed to managers’ ability to frequently monitor spending against planned budgets. It noted moreover its ability to implement the recommendations made by the last independent evaluation in 2013. However, there is no clear procedure to follow-up and ensure sustainability of the diverse activities it implements (i.e. projects, events, meetings, etc.).	6. CIGI should develop follow-up plans for projects, publications and meetings to ensure key activities’ legacies and recommendations are maintained and acted upon in the interest of sustainability and reference points for future action.
Finding 11	CIGI has taken monitoring, evaluation and learning seriously and worked towards the establishment of an evaluation culture. This is evidenced by the fact it created an evaluation and planning position in 2012 and by the fact performance data is now being collected from all departments to track progress across the organization. Project/programme level monitoring and evaluation could still be strengthened.	7. To improve monitoring of the logic model and progress toward results achievement: (a) draft a corporate Performance Measurement Framework identifying indicators, baselines, targets, data sources, data collection methods, and responsibilities, which rolls up contributions from the three Program areas, and facilitates reporting and dissemination of CIGI’s numerous results achievements; (b) continue program/project-based logic models and project/program-based PMF activities which facilitate improved monitoring / reporting of projects.
Finding 12	The Board of Directors is an effective entity that has contributed to the success of the organization. There is however a need to increase the representation of women on the Board.	8. Increase diversity in Board composition, by moving towards gender equality. Stimulate new and fresh ideas by introducing term limits. All board positions should be filled. At present, there is an outstanding position by Global Affairs Canada to be appointed.

FINDINGS	CONCLUSION	RECOMMENDATIONS
Finding 14	Despite being relatively new, CIGI has emerged as a valuable institution that is respected by its peers. It has achieved high measures of performance in key areas of management and transparency. These very high standards have largely been established over the period of this evaluation, which augurs well for continued success over the short and medium term.	9. CIGI should become a focal point for Canadian researchers in International Governance Innovation by stimulating the creation of national thought networks (part of the original mandate), similar to international networks such as T20 and the World Refugee Council

Appendix I CIGI 2018 Evaluation Terms of Reference

EVALUATION ISSUES

1. According to the terms of the Funding Agreement between the Centre for International Governance Innovation (CIGI) and the Federal government, CIGI has agreed to develop an evaluation framework in consultation with the Global Affairs Canada (GAC) and to carry out an independent third-party evaluation of its activities. **The evaluation will measure the overall relevance and performance in achieving results in support of the purposes of the Fund**, as stated in Article 5.3 of the agreement.

2. **The report emanating from this third evaluation will be submitted to the Minister of Foreign Affairs no later than 31 March 2018.**

EXPECTATIONS

3. **The evaluation is expected to measure the ongoing relevance and performance of CIGI's activities supported by the Fund, by identifying and measuring their impacts and effects against the purposes of the Fund.** When probing relevance, the evaluation should address whether or not the program or initiative realistically addresses an actual need.

The evaluation will also assess the performance of CIGI operations in support of these activities. The assessment of performance should demonstrate how funds are used to produce outputs and move towards expected outcomes. The following specific questions should be addressed:

(A) Are the most relevant means being used to achieve outcomes, as compared to alternative design and delivery approaches?

(B) Is the program or initiative effective in meeting its intended outcomes, within budget and without unwanted negative outcomes? Is the program or initiative making progress toward the achievement of the long-term outcomes?

Where possible, the evaluation should compare CIGI to similar think tank organizations in terms of resources used to achieve outputs and outcomes.

Further, it is expected that the issues of relevance and performance will be assessed vis-à-vis the overall mandate, purpose, objectives and success of CIGI. When assessing relevance and performance against the purposes of the Fund, they will be covered equally across each purpose, assessing progress towards achievement of expected outcomes. An analytical description of resource expenditures should be provided by activity and output. Efficiency will not be a primary focus of this evaluation.

4. **The evaluation is expected to indicate 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.

5. **An assessment is expected on progress towards meeting the recommendations offered in the last independent evaluation of CIGI conducted in 2013**, including where gaps (if any) exist and may require additional work.

6. **Recommendations offered are expected to be concise and action-oriented.**

METHODOLOGY

7. **A mixed methods approach will be used, integrating quantitative and qualitative research strategies.** CIGI has organized its activities and reporting both thematically (broad issue areas) and by type of activities, which are explicitly stated in Article 5.3 of the Funding Agreement: 1) funding research programs; 2) networking; 3) shaping dialogue; 4) building capacity; 5) proposing solutions to governance problems; and, 6) other obligations under the Funding Agreement.

8. **The evaluation team will be in charge of further developing the methodology bearing in mind evaluation guidelines from Canada’s Treasury Board.**

9. **A logic model will be used as the analytical framework.** The evaluation team will review the logic model used in the 2008 and 2013 evaluations and will update it if necessary to reflect the current situation at CIGI and best practices.

10. **General “framework” questions to be answered on how CIGI should be evaluated, include:**

- Does the general organization of activities (by themes and types of activity) make sense and is it therefore a good basis for collecting indicators and evaluating CIGI’s activities?
- Is there a clear definition and understanding of CIGI’s mandate, both internally and externally, and is it properly communicated?
- In terms of thematic areas, CIGI focuses its programming on issues of global governance, and places particular emphasis in the areas of global economy and global security and international law, as well as and cross cutting initiatives. Is CIGI’s programming broadly consistent with the Funding Agreement?
- Is CIGI achieving an appropriate blend in its programming between (i) domestic and international issues, and (ii) traditional and innovation-focused global governance issues that is consistent with its mandate?

DATA SOURCES

11. **CIGI will provide the evaluators with all documents, data, testimonials and other information sources that are deemed both relevant and available in-house.** These sources can be cross-checked through external sources such as interview with stakeholders.

IMPLEMENTATION AND TIMELINE

12. It is expected that the evaluation report will be submitted to the Minister of Foreign Affairs Canada no later than 31 March 2018. With this deadline in mind, **the following timeline will be used to implement the evaluation.** Please note that dates provided serve as deadlines and that milestones may be completed either on or before the deadline:

a. **Acquire and Review Key Documents** – January 22

The evaluation team, based upon initial discussions and work planning will acquire electronic or other copies of all relevant materials.

b. Revise Logic Model – February 2

The evaluators will review CIGI's current logic model and update it if deemed necessary to reflect the current situation at CIGI and best practices. CIGI's Director of Partnerships and Evaluation will assist.

c. Develop Evaluation Questions – February 2

The main questions driving the evaluation will be developed and reviewed by the evaluation steering committee.

d. Finalize Work Plan and Evaluation Framework – February 9

The work plan will include the evaluation questions and matrix, the logic model, evaluation instruments, and other data and responsibilities to guide the evaluation. An evaluation matrix of questions, information sources, data and responsibilities will be developed to guide data collection.

e. Survey Design, Implementation and Analysis – March 8

A survey will be distributed electronically and may include newsletter subscribers, conference participants and others relevant groups. Results will be analyzed with respect to reputation, participation in and awareness of CIGI resources.

f. Conduct Key Informant Interviews – Beginning in February and concluding by March 15

Interviews will be conducted with key individuals on CIGI's staff and external to CIGI (including members of CIGI's target audience) as selected by the evaluation team.

g. Preliminary Findings – March 1

A report on preliminary findings will be delivered to the evaluation steering committee and the committee will have an opportunity to react and offer guidance.

h. Review of Comparable Organizations – March 9

It is suggested that 2 to 4 organizations be reviewed as comparators to CIGI. The same organizations that served for comparison purposes in the 2013 evaluation would be logical choices (Centre for Global Development, Asia Pacific Foundation, Fraser Institute, C.D. Howe Institute).

i. Draft Report and Presentation – March 19

A draft report will be prepared and presented to the evaluation steering committee.

j. Revised Report – March 26

Based on comments received a revised report will be submitted.

Appendix II Evaluation Matrix

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
1. Relevance	1.1 Is the CIGI mission statement relevant. Has CIGI kept its relevance over time?	<p>2.1.1 Are CIGI programing and activities relevant to salient issues of global governance in Canada?</p> <p>2.1.2 Are CIGI programing and activities relevant to the global governance agenda?</p> <p>2.1.3 Are CIGI contributions relevant to the stakeholders (policy-makers, decision-makers, researchers, global governance audience)?</p> <p>2.1.4 Has CIGI adapted its mission through time?</p>	<ul style="list-style-type: none"> • Number of survey respondents (CIGI audience: people who participated in CIGI activities and receive CIGI newsletters) who suggest that CIGI programming is relevant to global governance issues in Canada and internationally • Number of survey respondents who suggest that CIGI is relevant to policy-makers, leaders, researchers, and the global governance audience in general. • Number of survey respondents who suggest that CIGI is relevant to stakeholders • Evidence that CIGI has adapted its mission through time 	<ul style="list-style-type: none"> • Perception of survey respondents • Perception of CIGI staff and Board • Annual reports • CIGI Program work and Budget 	<ul style="list-style-type: none"> • Document review • Key informant interviews • Survey
	1.2 Is CIGI achieving an appropriate blend in its programming between (i) domestic and international issues, and (ii) traditional and innovation-focused global governance issues that is	<p>1.2.1 (Assessment of recommendation 3) Has CIGI implemented project selection procedures?</p> <p>1.2.2 How do stakeholders perceive the balance between CIGI activities on domestic issues and CIGI activities on international issues?</p>	<ul style="list-style-type: none"> • Documented evidence that CIGI has implemented project selection procedures • Proportion of CIGI activities that addressed domestic issues • Proportion of CIGI activities that address international issues • Number of survey respondents who suggest that CIGI 	<ul style="list-style-type: none"> • CIGI Program work and Budget • Annual reports • Perception of CIGI staff • Perception of survey respondents 	<ul style="list-style-type: none"> • Document review • Key informant interviews • Survey

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	consistent with its mandate?	<p>1.2.3 What proportion of CIGI activities address traditional global governance issues?</p> <p>1.2.4 What proportion of CIGI activities address innovation-focussed global governance issues?</p> <p>1.2.5 To what extent do stakeholders perceive CIGI to be innovative?</p>	<p>programming is relevant to global governance issues in Canada and internationally</p> <ul style="list-style-type: none"> Number of survey respondents who suggest that CIGI is relevant to policy-makers, leaders, researchers, and the global governance audience in general. Number of survey respondents who suggest that CIGI's activities and programming is innovative 		
2 Effectiveness	2.1 Is CIGI achieving its immediate outcomes:	<p>2.1.1 Is CIGI fomenting a greater understanding of gaps in governance?</p> <p>2.1.2 Are decision-makers and policy-makers using CIGI outputs in their policy development or analysis?</p> <p>2.1.3 Is CIGI encouraging experts to stay in Canada?</p> <p>2.1.4 Is CIGI fomenting dialogue in global governance?</p>	<ul style="list-style-type: none"> Number of survey respondents who suggest that CIGI has contributed to fomenting dialogue. Number of survey respondents who suggest that CIGI has contributed to understanding of governance gaps. Number of survey respondents who suggest that research from CIGI has contributed to policy in Canada and internationally Number and origin of reports who cite CIGI's publications. 	<ul style="list-style-type: none"> Perception of survey respondents Research reports from think tanks and universities. Annual reports 	<ul style="list-style-type: none"> Document review Survey
	2.2 Is CIGI achieving its intermediate outcomes	<p>2.2.1 Are decision-makers engaged in policy debate sparked by new ideas and innovation solutions?</p> <p>2.2.2 Is Canada taking the lead in proposing solutions to</p>	<ul style="list-style-type: none"> Number of leaders and decision-makers that attended CIGI supported events Number of forums where Canada uses CIGI supported research to propose solutions to governance problems 	<ul style="list-style-type: none"> Perception of survey respondents Review of summary papers from the main forums on global 	<ul style="list-style-type: none"> Document review Survey Research online

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		governance problems of multilateral institutions? 2.2.3 Do Canadian experts have a greater capacity to engage in the resolution of global challenges?	<ul style="list-style-type: none"> Number of survey respondents that suggest that CIGI contributes to Canada's position on global governance Number of survey respondents that suggest that leaders and decision-makers are using CIGI research to make decisions. 	<p>governance in Canada.</p> <ul style="list-style-type: none"> Summary papers of CIGI capacity building activities and main events. Annual reports 	
	2.3 (Assessment of recommendation 1) Has CIGI increased its research capacity through better utilization of existing resources, and addition of new positions	<p>2.3.1 Has CIGI made a better use of its existing resources to increase its research capacity?</p> <p>2.3.2 Has CIGI created additional positions to increase its research capacity?</p> <p>2.3.3 Have these measures been effective in increasing CIGI research capacity?</p>	<ul style="list-style-type: none"> Documented evidence that CIGI has developed a strategy to make better use of its existing resources for research Number and type of additional positions working in research Number and type of CIGI research outputs (peer reviewed publications), over time. 	<ul style="list-style-type: none"> Documented strategy to increase CIGI research capacity (if available) Report on the implementation of 2013 recommendations Management response to 2013 recommendations CIGI's research outputs CIGI Program work and Budget Annual reports Perception of CIGI staff Perception of researchers working with CIGI 	<ul style="list-style-type: none"> Document review Key informant interview

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
3 Impact	3.1 Is CIGI making progress toward the achievement of its long-term outcomes?	<p>3.1.1 Is CIGI contributing to policy changes that increase the well-being of Canadians and people globally?</p> <p>3.1.2 Is CIGI contributing to improved governance of multilateral organizations?</p> <p>3.1.3 Is CIGI contributing to a higher profile for Canada in the resolution of global challenges?</p>	<ul style="list-style-type: none"> Number and type of public policy changes that are attributable (wholly or in part) to the work of CIGI Evidence of improved governance attributable (wholly or in part) to the work of CIGI Number and type of events with positive results where Canada's input was sought, attributable (wholly or in part) to CIGI work Survey respondents' perception on CIGI's contributions to public policy changes, improved governance, and CIGI contributions to increase Canada's standing internationally. 	<ul style="list-style-type: none"> Perception of survey respondents Perception of CIGI staff Perception of CIGI fellows Perception of CIGI Board. Annual reports 	<ul style="list-style-type: none"> Key informant interview Survey Document review
	3.2 Do CIGI programming and activities have unplanned outcomes?	3.2.1 Have CIGI activities had unplanned impact?	<ul style="list-style-type: none"> Reported unplanned impact of CIGI activities. 	<ul style="list-style-type: none"> CIGI Program work and Budget CIGI staff perception on unplanned impact Annual reports 	<ul style="list-style-type: none"> Document review Key informant interview
4 Planning	4.1 Assessment of recommendation 2) Has CIGI developed a communication strategy for improved collaboration between researchers, Fellows,	<p>4.1.1 Did CIGI develop a communication strategy?</p> <p>4.1.2 Where researchers, Fellows, Chairs, and senior managers consulted in developing the communication strategy?</p>	<ul style="list-style-type: none"> Documented evidence that CIGI developed a communication strategy Number of projects and initiatives implemented that are aligned with the communication strategy. 	<ul style="list-style-type: none"> Communication strategy (if available) CIGI Program work and Budget Annual reports Perception of researchers 	<ul style="list-style-type: none"> Document review Key informant interviews

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	Chairs and senior managers?	<p>4.1.3 How has communication changed within CIGI since 2013?</p> <p>4.1.4 Has the strategy improved collaboration between researchers, Fellows, Chairs, and senior managers?</p>	<ul style="list-style-type: none"> • Other evidence that the communication strategy was implemented • Degree of involvement of researchers, Fellows, Chairs, and senior managers in the formulation of the innovation strategy • Evidence that initiatives that are aligned with the communication strategy have increased collaboration between researchers, Fellows, Chairs, and senior managers. 	<ul style="list-style-type: none"> • Perception of Fellows • Perception of Chairs • Perception of senior managers • Report on the implementation of 2013 recommendations • Management response to 2013 recommendations • CIGI strategic plan 2015-2020 	
	4.2 (Assessment of recommendation 5) Has CIGI developed a strategy for the use of its physical infrastructure? Has the strategy supported the think tank?	<p>4.2.1 Did CIGI develop a strategy regarding the use of its physical infrastructure?</p> <p>4.2.2 How has CIGI changed the ways it uses its physical infrastructure since 2013?</p> <p>4.2.3 How has the strategy supported CIGI?</p>	<ul style="list-style-type: none"> • Evidence that CIGI developed a strategy regarding its infrastructure • Number of initiatives implemented that are aligned with the strategy • Other evidence that the strategy was implemented • Evidence that activities and initiatives aligned with the strategy have supported CIGI 	<ul style="list-style-type: none"> • CIGI strategy regarding the use of its infrastructure (if available). • CIGI Program work and Budget • Annual reports • Perception of CIGI staff responsible for implementing the strategy • Perception of CIGI staff and Board members responsible for 	<ul style="list-style-type: none"> • Document review • Key informant interviews

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
				designing the strategy <ul style="list-style-type: none"> • Outputs from the innovation strategy (conference report, research report, others, depending on availability.) • Report on the implementation of 2013 recommendations • Management response to 2013 recommendations • CIGI strategic plan 2015-2020 	
	4.3 (Assessment of recommendation 6) Has CIGI developed an innovation strategy. Has the strategy supported young scholars and new ideas on the global governance agenda?	4.3.1 Did CIGI develop an innovation strategy? 4.3.2 Were young scholars consulted in developing the innovation strategy? 4.3.3 Has CIGI changed the way it fosters innovation since 2013? 4.3.4 How has the strategy supported young scholars? 4.3.5 How has the strategy supported new ideas on the global governance agenda?	<ul style="list-style-type: none"> • Evidence that CIGI developed an innovation strategy • Number of projects and initiatives implemented that are aligned with the innovation strategy, and degree of involvement of young scholars in those projects. • Other evidence that the innovation strategy was implemented • Degree of involvement of young scholars in the formulation of the innovation strategy 	<ul style="list-style-type: none"> • CIGI innovation strategy • CIGI Program work and Budget • Annual reports • Perception of CIGI staff responsible for implementing the innovation strategy • Perception of CIGI staff and Board members 	<ul style="list-style-type: none"> • Document review • Key informant interviews

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
			<ul style="list-style-type: none"> Evidence that activities and initiatives aligned with the innovation strategy have addressed new issues on global governance 	<ul style="list-style-type: none"> responsible for designing the innovation strategy Outputs from the innovation strategy (conference report, research report, depending on availability.) Report on the implementation of 2013 recommendations Management response to 2013 recommendations CIGI strategic plan 2015-2020 	
5 Management, Efficiency, M&E	5.1 Are CIGI activities implementing within budget?	5.1.1 (Assessment of recommendation 3) Has CIGI implemented budget allocation procedures? 5.1.2 What is the budget allocation for each CIGI programming area? 5.1.3 Has the budget been respected in each programming area? 5.1.4 How do CIGI's budget and resource allocation	<ul style="list-style-type: none"> Difference between planned budget vs actual budget Difference between CIGI's budget and other think tanks' budget for similar activities 	<ul style="list-style-type: none"> CIGI Program work and Budget CIGI Financial statements Research online for data on other think tanks 	<ul style="list-style-type: none"> Document review

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		compared with similar think tanks?			
	5.2 (Assessment of recommendation 4) Has CIGI developed an evaluation plan, including a performance management framework?	<p>5.2.1 DID CIGI develop an evaluation plan?</p> <p>5.2.2 Does the evaluation plan include a performance management framework (PMF)?</p> <p>5.2.3 Are the evaluation plan and PMF tailored to CIGI's organization of its activities?</p> <p>5.2.4 Does the evaluation plan and PMF built around CIGI logic model?</p> <p>5.2.5 (Assessment of recommendation 3) Has CIGI implemented reporting procedures?</p> <p>5.2.6 Has the evaluation plan been carried out?</p> <p>5.2.7 Has the implementation of the evaluation plan led to reporting and learning?</p> <p>5.2.8 (Assessment of recommendation 3) Has the evaluation plan, PMF, and its implementation led to a closer focus on mandate?</p> <p>5.2.9 Does the general organization of activities (by</p>	<ul style="list-style-type: none"> • Evidence that CIGI developed an evaluation plan • Evidence that the evaluation plan contains a PMF • Degree to which the PMF reflects CIGI's organizations of activities • Degree to which the PMF reflects CIGI's logic model • Evidence that CIGI reports systematically on its programming and activities, taking into consideration the evaluation plan and PMF. • Evidence that CIGI has adapted its activities and planning based on outputs from monitoring, evaluation, and reporting activities, and perception to which these changes led to a closer focus on mandate. 	<ul style="list-style-type: none"> • Annual reports • Evaluation plan • PMF • Perception of CIGI staff responsible for monitoring, evaluation, reporting, and learning • Report on the implementation of 2013 recommendations • Management response to 2013 recommendations • CIGI strategic plan 2015-2020 	<ul style="list-style-type: none"> • Document review • Key informant interviews

EVALUATION CRITERIA	MAIN EVALUATION QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		themes and types of activity) is a good basis for collecting indicators and evaluating CIGI’s activities?			
	5.3 (Assessment of recommendation 7) Has CIGI changed its Board to a single, diverse, integrated and balanced Board? Has it ensured complementary knowledge set?	5.3.1 Has CIGI changed its board since 2013? 5.3.2 Does the way in which CIGI changed its board corresponds to the recommendation made by the 2013 CIGI evaluation? 5.3.3 Have the changes in the board ensures complementary knowledge set?	<ul style="list-style-type: none"> • Evidence that the structure of the board has changed since 2013 • Documented evidence that the 2013 recommendation was considered when changing the structure of the board. • Perception of board members on the diversity of views and knowledge set represented in the board 	<ul style="list-style-type: none"> • Report on the implementation of 2013 recommendations • Management response to 2013 recommendations • Perception of board members 	<ul style="list-style-type: none"> • Document review • Key informant interviews

Appendix III List of Documents Reviewed

EVALUATIONS

- Goss Gilroy Inc., 2018, Evaluation of the International Law Research Program Final Report
- CIGI, 2018, *2018 Evaluation of the International Law Research Program at CIGI by Goss Gilroy Inc. Management Response and Action Plan*
- CIGI, 2017, 2018 Federal Evaluation of CIGI, Terms of Reference
- CIGI, 2017, Update of the implementation of recommendations from the 2013 Evaluation of CIGI
- CIGI, February 2016, 2015 Evaluation of G20 Activities by Goss Gilroy Inc., Management Response and Action Plan
- Goss Gilroy Inc., October 2015, *Evaluation of CIGI's G20 Activities, Final Evaluation Report*
- CIGI, June 2013, *Evaluation of the Centre for International Governance Innovation: Management Response and Action Plan*
- Harry Cummings and Paul Bowles, May 2013, *Evaluation of the Centre for International Governance Innovation*
- Denis Stairs and Harry Cummings, October 2008, *Formative Evaluation of the Centre for International Governance Innovation*
- CIGI, March 2008, *Statement by the Management of the Centre for International Governance Innovation (CIGI) regarding the formative evaluation of the Centre*

ANNUAL REPORTS

- CIGI, 2017, *Annual Report*
- CIGI, 2016, *Annual Report*
- CIGI, 2015, *Annual Report*
- CIGI, 2014, *Annual Report*
- CIGI, 2013, *Annual Report*
- CIGI, 2012, *Annual Report*

HUMAN RESOURCES

- CIGI, 2018, *Staff List*
- CIGI, November 2017, *Organization Chart*
- CIGI, November 2017, *List of current CIGI Fellows*
- CIGI, February 2013, *Organization Chart*

BUDGET

- CIGI, 2017, *Program of Work and Budget 2017-2018*
- CIGI, July 2017, *Financial Statements*
- CIGI, 2016, *Program of Work and Budget 2016-2017*
- CIGI, July 2016, *Financial Statements*
- CIGI, 2015, *Program of Work and Budget 2015-2016*
- CIGI July 2015, *Financial Statements*
- CIGI, 2014, *Program of Work and Budget 2014-2015*
- CIGI, July 2014, *Financial Statements*
- CIGI, 2013, *Program of Work and Budget 2013-2014*
- CIGI, June 2013, *Financial Statements*
- CIGI, 2012, *Program of Work and Budget 2012-2013*
- CIGI, July 2012, *Financial Statements*
- CIGI, 2003, *Federal Funding Agreement*

STRATEGIES

- CIGI, 2017, *Innovation Strategy*
- CIGI, Spring 2015, *Strategic Plan 2015-2020*
- CIGI, December 2010, *Strategic Plan 2010-2015*
- CIGI, 2008, *Logic Model*

RISK MANAGEMENT REPORTS

- Erica Shaw, 2017, *CIGI Risk Management Report*
- Erica Shaw, 2016, *CIGI Risk Management Report*
- Erica Shaw, 2015, *CIGI Risk Management Report*
- Erica Shaw, 2014, *CIGI Risk Management Report*
- Erica Shaw, 2013, *CIGI Risk Management Report*

INTERNATIONAL LAW RESEARCH PROGRAM

Oonagh Fitzgerald, 2017, *International Law Research Program, Annual Report, April 1, 2016 to March 31, 2017*

CIGI, 2017, *International Law Research Program, Mid-year Narrative Report, April to September 2016*

CIGI, 2017, *International Law Research Program, Work Plan April 1, 2017 to March 31, 2018*

CIGI POLICIES

Including Code of Ethics and Conflict of Interest Policy; Delegation of Financial and Signing Authority; Professional Conduct Policy; Social Media Policy; etc. among others.

OTHERS

- 2003, *Funding Agreement between the Minister of Foreign Affairs and CIGI*
- CIGI, 2018, *CIGI High Level Briefings 2013-2017*
- CIGI, 2013, *CIGI High Level Briefings 2007-2013*
- CIGI Website <https://www.cigionline.org/>
- David B. Dewitt & Hayley Avery, 2015: <https://www.cigionline.org/publications/ten-trends-could-shake-global-policy-thinking>

Appendix IV List of Key Informant Interviewees

First Name	Surname	Title	Organization
INTERNAL INTERVIEWS			
Shelley	Boettger	Chief Financial Officer and Director of Operations	CIGI
Oonagh	Fitzgerald	Director, International Law Research Program	CIGI
Fen	Hampson	Distinguished Fellow and Director, Global Security & Politics	CIGI
Susan	Hirst	Director, Human Resources	CIGI
Rohinton	Medhora	President	CIGI
Erica	Shaw	Director, Evaluation and Partnerships	CIGI
Aaron	Shull	Managing Director and General Counsel	CIGI
Spencer	Tripp	Director of Communications and Digital Media	CIGI
CIGI BOARD MEMBERS			
Jim	Balsillie	CIGI Founder and Chair of the Board	CIGI
Scott	Burk	President (CIGI Board Member)	Wealhouse Capital Management
C. Scott	Clark	President	C. S. CLARK CONSULTING
Arif	Lalani	Head of the Department of Diplomatic Affairs	His Highness the Aga Khan at the Seat of Ismaili Imam
Maureen	O'Neil	President	Canadian Foundation for Healthcare Improvement
Paul	Samson	General Director, International Trade and Finance	Government of Canada
CIGI FELLOWS			
Pamela	Aall	Senior Fellow (Global Security & Politics)	CIGI
Thomas	Bernes	Distinguished Fellow (ex-CIGI Executive Director)	CIGI
Paul	Blustein	Senior Fellow (Global Economy)	CIGI
Chester	Crocker	Distinguished Fellow (Global Security & Politics)	CIGI
Jacob	Glick	Senior Executive Fellow	CIGI
Melissa	Hathaway	Senior Fellow (Global Security & Politics)	CIGI
Paul	Heinbecker	Distinguished Fellow (Global Security & Politics)	CIGI
Eric	Jardine	Research Fellow (Global Security & Politics)	CIGI
Bessma	Momani	Senior Fellow (Global Security & Politics)	CIGI
Gordon	Smith	Distinguished Fellow (Global Security & Politics)	CIGI

First Name	Surname	Title	Organization
Paul	Twomey	Distinguished Fellow (Global Security & Politics)	CIGI
GOVERNMENT			
Don	Bobiash	Assistant Deputy Minister, Asia Pacific, GAC	Government of Canada
Jonathan	Fried	Coordinator, International Economic Relations, GAC	Government of Canada
Alexandre	Lévêque	Executive Director, G7/G20 Summits Division, GAC	Government of Canada
Alexandra	Mackenzie	Director, Humanitarian Organizations and Food Assistance	Government of Canada
Vincent	Rigby	Associate Deputy Minister, Public Safety	Government of Canada
Martin	Roy	Deputy Director, Foresight, GAC	Government of Canada
Rob	Stewart	Associate Deputy Minister and G7/G20 & FSB Deputy for Canada	Government of Canada
Michael	Walma	Director and Cyber Foreign Policy Coordinator, GAC	Government of Canada
THINK TANKS + FOUNDATIONS + CROWN CORPORATIONS + ACADEMIA + MULTINATIONALS + OTHER			
William W.	Burke-White	Professor and Inaugural Director, Perry World House; Professor of Law	University of Pennsylvania
Michael	Chertoff	Chairman and Co-founder	Chertoff Group
Laurent	Elder	Program Leader, Information and Networks Research Granting Program	International Development Research Centre (IDRC)
Thomas	Gomart	Director	Institut français des relations internationales (IFRI)
Tim	Lane	Deputy Governor	Bank of Canada
Jean	Lebel	President	International Development Research Centre (IDRC)
Deborah	MacLatchy	President	Wilfrid Laurier University (WLU)
Rhys	Mendes	Managing Director of Economic and Financial Research	Bank of Canada
Jim	Mitchell	Senior Fellow, Public and International Affairs	University of Ottawa
Doug	Peers	Dean of Arts	University of Waterloo (UW)
Adam	Posen	President	Peterson Institute for International Economics
Larry	Schembri	Deputy Governor	Bank of Canada
Eli	Sugarman	Program Officer, Cyber Initiative	Hewlett Foundation
Andrew W.	Wyckoff	Director, Science, Technology and Industry (Directorate)	Organisation for Economic Co-operation and Development (OECD)
Rt. Hon. Paul	Martin		

Appendix V Interview Protocol

Generic Interview Protocol

This protocol is a generic one and will be adapted for each type of stakeholders met during semi-structured interviews.

Introduction

Universalialia was contracted by CIGI to undertake an Independent Evaluation the organization. The evaluation will help to measure CIGI's relevance and performance. The main objectives of this evaluation are to:

- Assess CIGI performance in achieving its objectives.
- Assess CIGI relevance in relation to the global governance agenda and Canada.
- Provide recommendations.

As part of the evaluation, we are interviewing a variety of stakeholders involved with CIGI. You have been identified as a key respondent for the evaluation. Your participation in this process is voluntary.

The interview is confidential. While you will be named as a key informant of the study overall, in our list of consulted stakeholders, your specific contribution to the study will be anonymous. We will not associate your name with anything specifically included in this report.

Important Note of interview guide

There are many questions/themes, with sub-questions, outlined below, while 13-15 can typically be asked in a semi-structured interview. These questions have been designed to cover the range of issues addressed by the evaluation. Thus, the interviewer will select the pertinent ones to ask respondents, depending on who they are, how early in the process the interview takes place, the type and level of experience of interviewee, how much time is allotted to the interview, and perhaps others. The actual formulation of questions will depend on these factors and relies largely on the interviewer. This should also be used to guide an experienced interviewer through a more conversational exchange – ideally keeping fairly closely to the order of questioning. This interview guide is situated with the tradition and method of semi-structured interviewing.

KEY INTERVIEW QUESTIONS ARE IN BOLD

Background and respondent profile

1. **Can you please introduce yourself by indicating your level of education (degree), area of specialization and your relationship with CIGI?**
2. **In what activities have you been involved since 2013? Please describe them.**

For Fellows

3. **With which CIGI research program(s) have you been involved? (Global Economy, Global Security and Politics, and International Law?)**

Relevance

1. **In your opinion, how relevant is the CIGI programing and activities to a Canadian policy audience? To a global policy audience (policy-makers, leaders, researchers, etc.)? Please explain.**
2. **In what ways has the CIGI been able to adapt is mission over time to remain relevant to its key stakeholders?**
3. **To what extent has CIGI programming achieved an appropriate balance between:**
 - a. **domestic versus international issues and;**
 - b. **traditional and innovation-focused governance issues?**

Effectiveness

4. **To what extent are decision-makers and policy-makers are using CIGI outputs in their policy development or analysis? (immediate outcome)**
 - a. **Has this led decision-makers to use CIGI research to come up with innovative ideas/solutions? (intermediate outcome)**
5. **Do you believe CIGI has encouraged or contributed to experts staying in Canada? (immediate outcome)**
 - a. **Have Canadian experts gained capacity to engage in the resolution of global challenges? (intermediate outcome)**
6. **How have the CIGI programing and activities contributed to increased understanding of governance gaps nationally and internationally? Please cite some examples. (immediate outcome)**
 - a. **Did CIGI contribute to Canada's position on global governance of multilateral institutions? (intermediate outcome)**

7. **Can you think of any public policy debate or any policy-related negotiation, decision or change which has been directly affected/informed by a CIGI activity (ex: a research publication, conference proceedings, workshops) at national or international level (including among multilateral organizations)?**
8. In your opinion, has the CIGI sufficiently increased its research capacity in recent years?
9. **Briefly list the 3 major strengths of CIGI, and explain you answer**
10. **In your opinion, what are 3 areas for improvement within CIGI? Briefly explain you answer.**
11. Overall, rank how well CIGI has performed in the last five years? Explain your answer.

Management, Efficiency, M&E

12. **In your opinion, do you believe CIGI resources are deployed appropriately among CIGI's three core research streams, Global Economy, Global Security and Politics, and International Law?**
13. **In your opinion, do you believe CIGI programming along research streams is a good operating structure? Please explain why or why not.**
14. In your opinion, do you believe the that CIGI has used M&E data to adapt its interventions?
15. In your opinion, do you believe CIGI's operating board is effective? Please explain why or why not.
16. In your opinion, do you believe CIGI's operating board represents a diversity a knowledge and opinions? Please explain why or why not.

Assessment of 2013 recommendations

17. **In 2013 CIGI underwent a similar evaluation, have you noticed any difference in CIGI operations since that time? Please explain your answer. *Interviewer can prompt around:***
 - a. *Project selection procedure*
 - b. *Increased research capacity*
 - c. *Communication strategy*
 - d. *Strategy for use of physical infrastructure*
 - e. *Innovation strategy*
 - f. *Budget allocation procedures*
 - g. *Reporting procedures*
 - h. *Board composition*

Internal Wrap-up Question

18. When you think of CIGI what would you see as a comparative institute?
19. What is your long-term vision of CIGI and what conceptualization do you have of how the institute could evolve? (where are we going)

Thank you for your time and input!

Appendix VI Survey Template

Survey for External Stakeholders

Every five years CIGI is required to undergo a routine independent third-party evaluation of its activities as a condition of the funding received from the Government of Canada in 2003. Universalialia has been contracted by CIGI to undertake the evaluation, which will measure relevance and performance, with a special focus to:

- Assess CIGI's performance in achieving its objectives
- Assess CIGI's relevance
- Provide recommendations for learning

The survey should take less than 15 minutes to complete and will greatly help to inform the study.

We kindly request that you complete this survey by Friday, March 5, 2018

All information provided will be kept confidential. Findings will be presented in aggregate form and will not be attributed to individual respondents

Should you have any questions about survey content, please contact Hussein Amery (Lead Evaluator at Universalialia) at hamery@universalialia.com. Should you wish to verify the validity of this survey, please contact Erica Shaw (Director of Partnerships and Evaluation at CIGI) at eshaw@cigionline.org.

1. Background Information

1.1 Which type of organization do you work for?

- Government (national, provincial/state, or municipal)
- International Non-Governmental Organization
- Academia
- Think tank / Research Centre
- Private sector
- Media
- Independent consultant
- Retired
- Other, please specify _____

1.2 Gender

- Female
- Male
- Prefer not to say

1.3 Age

- 18 to 30
- 31 to 45
- 46 to 60
- 60 or older
- Prefer not to say

1.4 How long have you known about CIGI and its work?

- 1 year or less
- Between 2 and 5 years
- Between 6 and 10 years
- More than 10 years

1.5 In which of the following ways have you been involved with CIGI? Check all that apply

- I am or was a CIGI partner
- I am employed or affiliated with CIGI
- I attended a debrief led by CIGI
- I participated in a consultation with CIGI
- I read CIGI newsletters
- I attended CIGI events
- I referenced CIGI publications in my own work
- I visited the CIGI website
- Other, please specify _____

2. Use of CIGI publications, participation at CIGI events.

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

- Newsletter
- Books
- Collected Series
- Conference reports
- Papers
- Policy briefs
- Policy memos
- Special Reports
- Blog
- Opinion papers and Op-Ed
- Social post (Facebook, Twitter, YouTube, etc.)
- Other, please specify _____

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

- Workshop
- Roundtable
- Web Cast
- Public Lecture or Cinema Series
- Conference
- Seminar
- Global Policy Forum Series
- Publication Launch
- Other, please specify _____

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

	Never	Once a year	At least every 6 months	At least every 3 months	Weekly	Daily
2.3.1 Research	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.2 Experts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.3 Publications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.3.4 Events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.4.5 Opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.6 Multimedia (video and audio content)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2.5.7 Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Relevance and use of CIGI publications, events.

3.1a Overall, how useful has CIGI been to your work?

- 1 – Not at all useful 2 – Somewhat useful 3 - Useful 4 - Very useful Don't know
-

3.1b Optional - Please briefly explain your answer (max 75 words)

3.2a How useful have CIGI-produced materials been to you, in your organization?

	1 - Not important at all	2 – Somewhat important	3 – Important	4 - Very important	Don't know
3.2.1 Read them for interest.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.2 Read them to inform my thinking on a specific issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.3 Cited them in other publications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.4 Used them in policy development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.2.5 Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.2b Optional - Please briefly explain your answer (max 75 words)

3.3a In your opinion, are the following stakeholder groups utilizing research/activities from CIGI (e.g. policy, publications, or events)?

	1 - Not using at all	2 – Somewhat using	3 – Using	4 – Regular use	Don't know
3.5.1 Canadian Diplomats and Policy Makers	<input type="radio"/>				
3.5.2 International Diplomats and Policy Makers	<input type="radio"/>				
3.5.3 Canadian NGOs	<input type="radio"/>				
3.5.4 International NGOs	<input type="radio"/>				
3.5.5 Canadian Academics	<input type="radio"/>				
3.5.6 International Academics	<input type="radio"/>				
3.5.7 Canadian Students	<input type="radio"/>				
3.5.8 International Students	<input type="radio"/>				
3.5.9 Other (please specify)	<input type="radio"/>				

3.3b Optional - Please briefly explain your answer (max 75 words)

3.4a In your opinion, how relevant is CIGI work to:

	1 - Not at all relevant	2 – Somewhat relevant	3 - Relevant	4 - Very relevant	Don't know
3.3.1 Global Governance issues of importance in Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3.3.2 Global Governance issues of importance internationally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.4b In your opinion, does CIGI's work achieve an appropriate balance between domestic and international governance issues?

1 – Not balanced at all	2 – Somewhat balanced	3 - Balanced	4 - Very balanced	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3.4c If you answered, “Not balanced at all” or “Somewhat balanced” to the previous question, please indicate which option best reflects your opinion

1 – CIGI's work focuses too much on national governance issues.	2 - CIGI's work focuses too much on international governance issues.
<input type="radio"/>	<input type="radio"/>

4. CIGI contributions to Global Governance.**4.1 In your opinion, how important is CIGI's contribution to Global Governance solutions in the following areas?**

	1 - Not important at all	2 – Somewhat important	3 – Important	4 - Very important	Don't know
4.1.1 Global Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.2 Global Security and Politics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.3 International Law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.1.4 Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2a In your opinion, how successful has CIGI been in?

	1 - Not at all successful	2 – Somewhat successful	3 - Successful	4 - Very successful	Don't know
4.2.1 Contributing to better informed stakeholders (researchers, diplomats, and policy-makers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.2 Facilitating networking among scholars and policy makers?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.3 Shaping dialogue on Global Governance issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.4 Increasing its research capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.5 Contributing to policy development internationally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.6 Contributing to policy development in Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.7 Contributing to improve governance in multilateral organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.8 Contributing to increase Canada's role in Global Governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.9 Helping set the Global Governance agenda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.10 Proposing solutions to governance problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.11 Increasing its research staff capacity and leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.12 Building effective partnerships that provide financial and intellectual resource capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4.2.13 Establishing itself as a unique think tank	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.2b In your opinion, what are the top roles or areas in which CIGI has been successful?

Please include up to 3 roles / areas.

Role / area 1:

Role / area 2:

Role / area 3:

4.2c In your opinion, what roles or areas could CIGI improve upon?

Please include up to 3 roles / ideas.

Role / area 1:

Role / area 2:

Role / area 3:

5. Comparison with other think tanks.

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

1 - Not important at all	2 – Somewhat important	3 – Important	4 - Very important	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.2 In your opinion, how successful are think tanks in informing public policy?

1 - Not at all successful	2 – Somewhat successful	3 - Successful	4 - Very successful	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

	1 - Not important at all	2 - Somewhat important	3 - Important	4 - Very important	Don't know
5.3.1 Asia-Pacific Foundation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.2 Brookings Institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.3 C.D. Howe Institute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	1 - Not important at all	2 - Somewhat important	3 - Important	4 - Very important	Don't know
5.3.4 Centre for Global Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.5 Centre for International Governance Innovation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.6 Chatham House	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.7 Fraser Institute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3.8 Institute for Research on Public Policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.9.9 International Institute for Sustainable Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.9.10 Council on Foreign Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.9.11 Other (please specify)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.4a In your opinion, how innovative is CIGI compared with other think tanks?

1 - Not innovative at all	2 – Somewhat innovative	3 – Innovative	4 - Very innovative	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.4b Optional - Please briefly explain your answer (max 75 words)

5.5a In your opinion, does CIGI's work achieve an appropriate balance between traditional and innovation-focussed governance issues?

1 – Not balanced at all	2 – Somewhat balanced	3 - Balanced	4 - Very balanced	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5.5b Optional - Please briefly explain your answer (max 75 words)

5.6 In your opinion, how successful CIGI has been in establishing its niche in the world of think tanks?

1 - Not at all
successful

2 – Somewhat
successful

3 –
Successful

4 - Very
successful

Don't
know

5.7 What is the value added of CIGI that other think tanks do not have?

Please include up to 3 elements/ideas.

Element/ idea 1:

Element/ idea 2:

Element/ idea 3:

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

Number 1

Top 3

Top 5

Top 10

Top 15

Beyond top 15

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

Number 1

Top 3

Top 5

Top 10

Top 20

Top 50

Top 100

Beyond top 100

6. Are there any additional comments you wish to make for consideration by the Evaluation team?

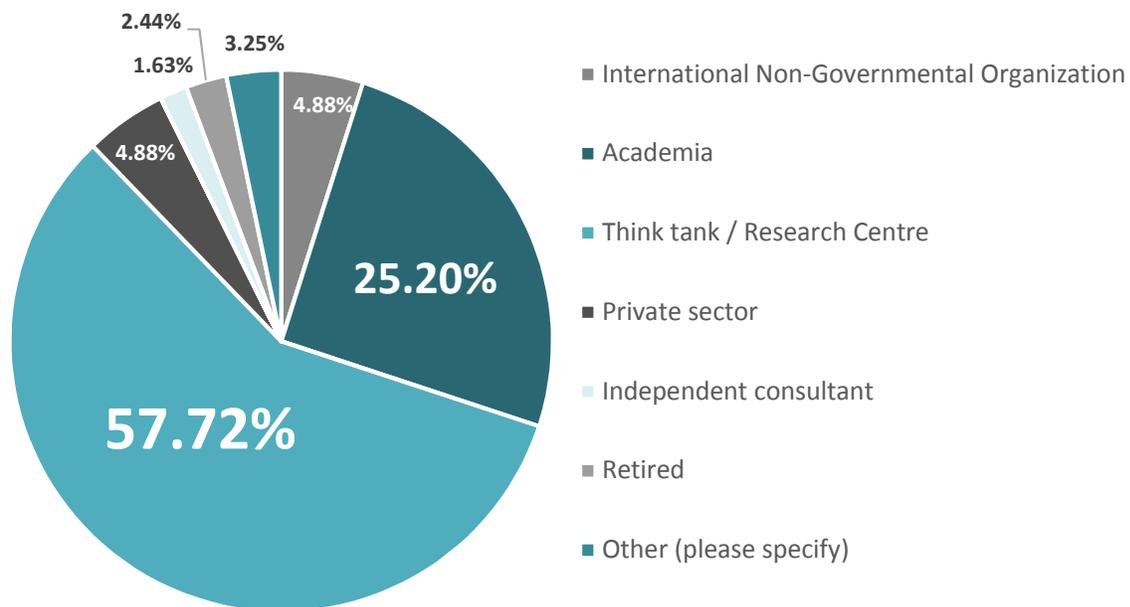
(up to 75 words)

Appendix VII Survey Results

The survey was sent to 360 recipients. 123 people have responded to the survey.

1. Background Information

1.1 Which type of organization do you work for?



Other please specify:

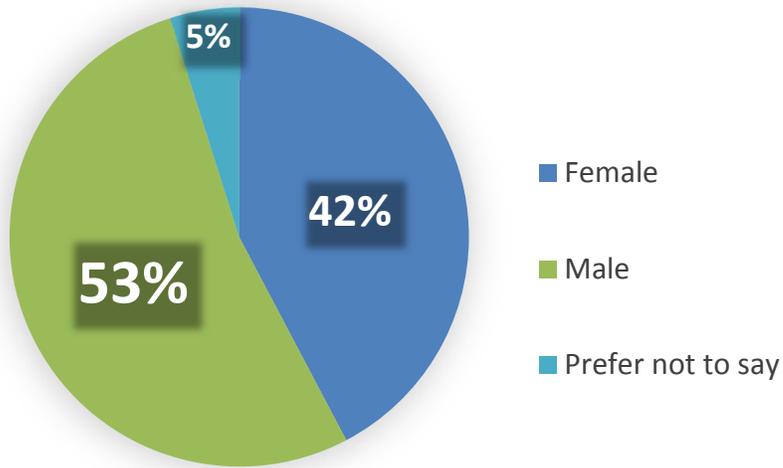
Writer and independent analyst-former chief economist and strategist CIBC World Markets

Some academia, some think tank and some voluntary work

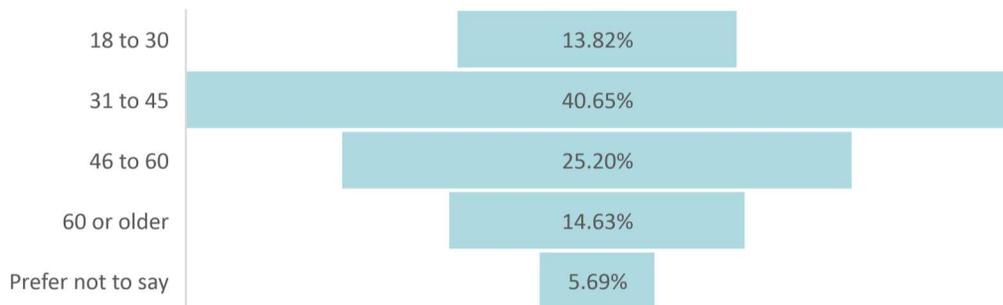
CIGI

I work for both Warburg Pincus and Cambridge University

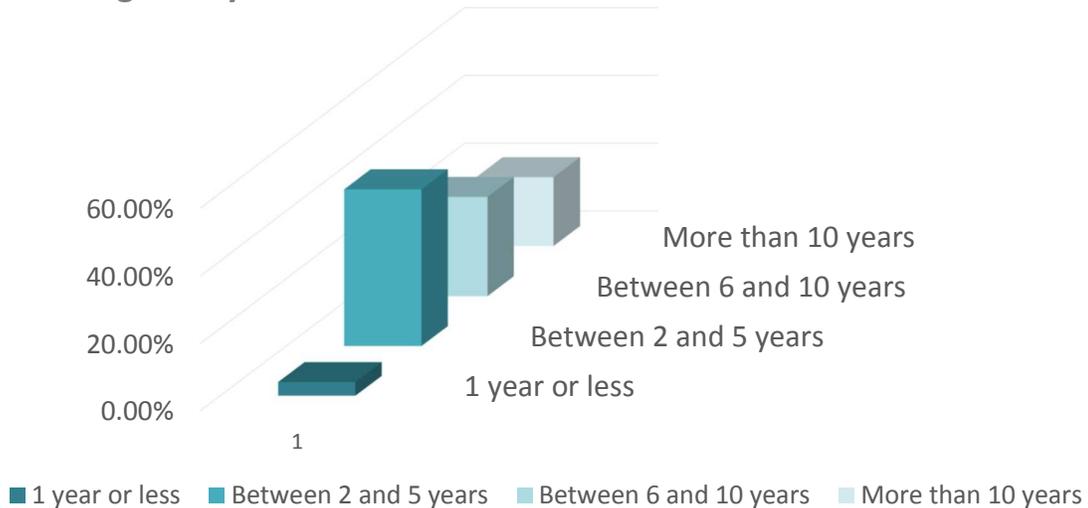
1.2 Gender



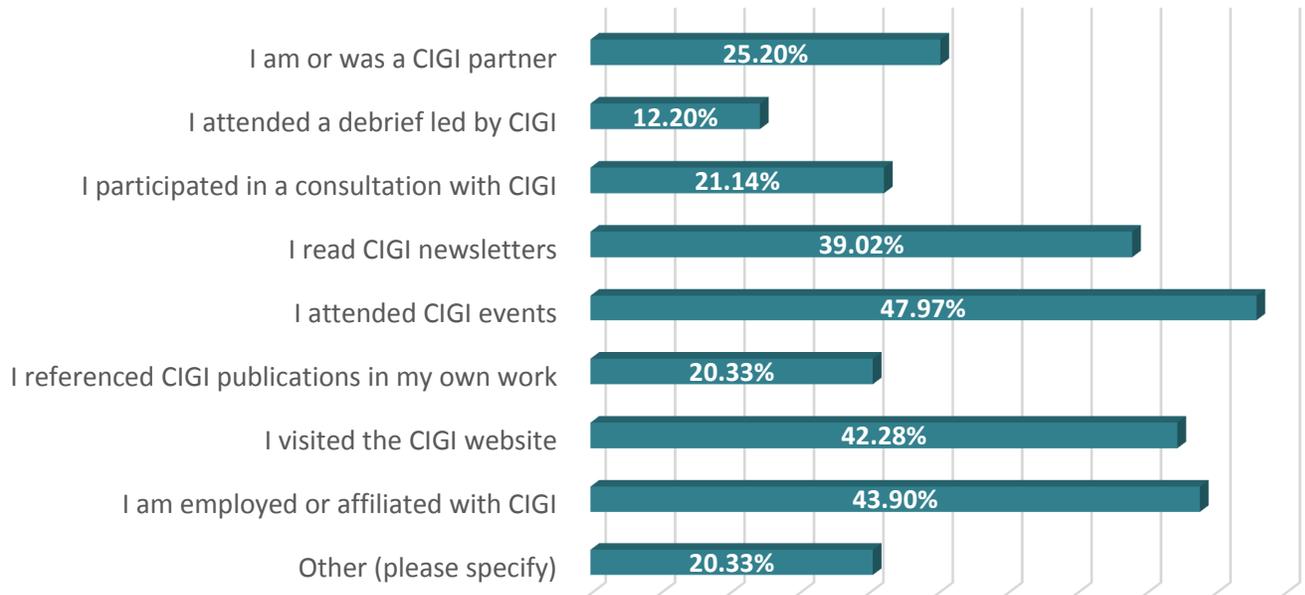
1.3 Age



1.4 How long have you known about CIGI and its work?



1.5 In which of the following ways have you been involved with CIGI? Check all that apply.



Other (please specify):

6 Senior Fellows

3 Research Fellow

11 CIFI employee

Other:

“Studying CIGI’s roles in G20 process”;

“Consultant working with CIGI on the World Refugee”;

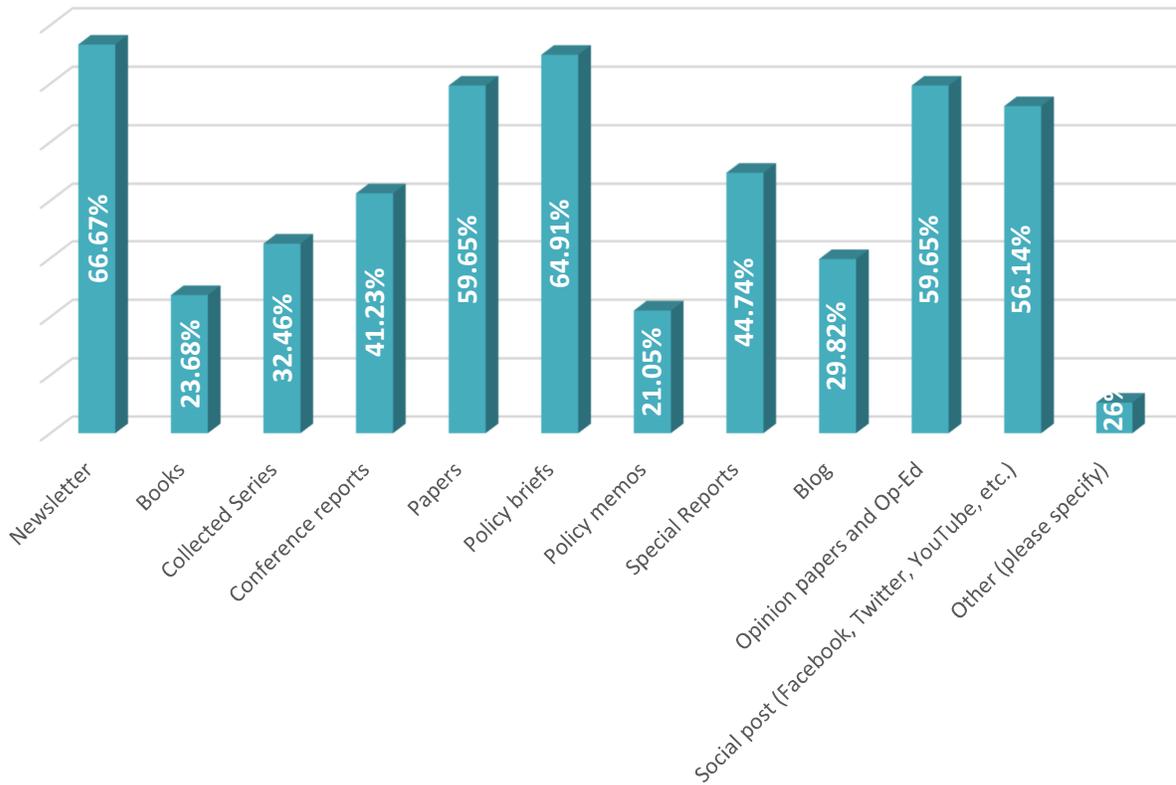
“Council”; “Co-operated with CIGI on events”;

“Joint funder with CIGI of INET”;

“Speaker at CIGI event”.

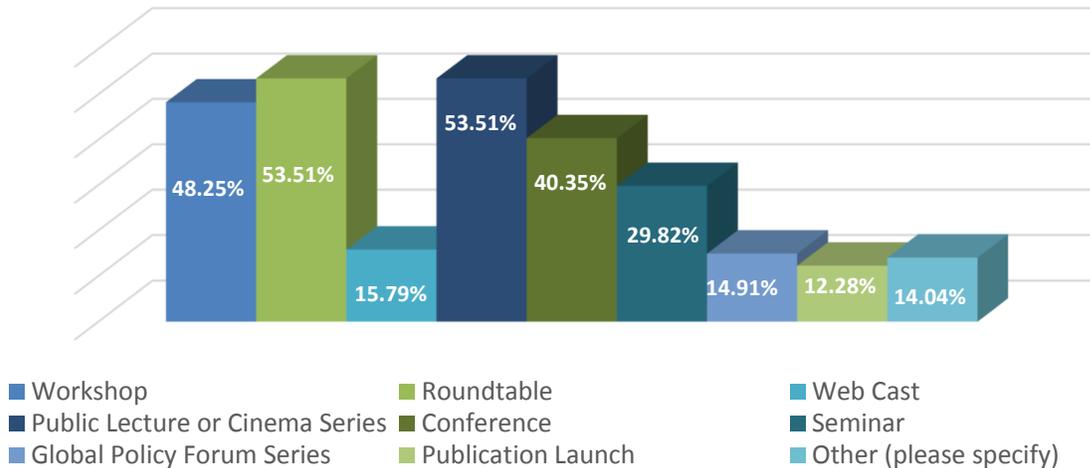
2. Use of CIGI publications, participation at CIGI events

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



Other (please specify): “Video”; “My own papers”; “Annual Reports”

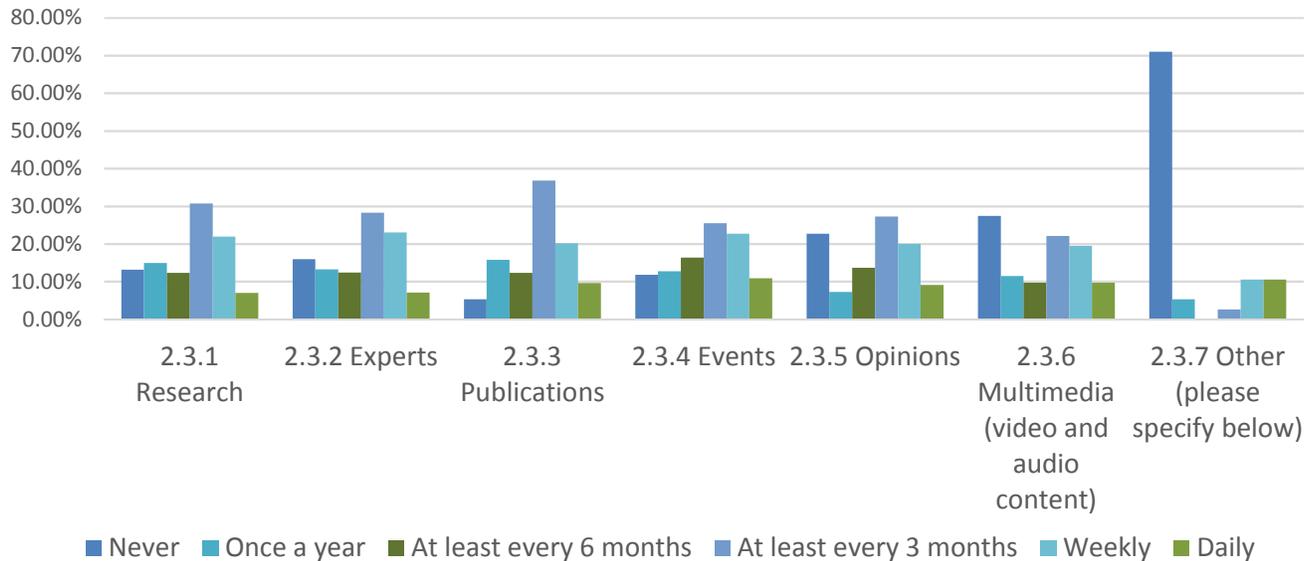
2.2 In the last year, which of the following CIGI events have you attended? Please check all that apply



Other (please specify):

“As an employee, I attend some events as a support person.”; “Various meetings of the World Refugee Council.”; “Lunch and Learn events”; “Board meetings and trip to Argentina for Think 20”

2.3 How often do you access any of the following content from the CIGI website (www.cigionline.org)



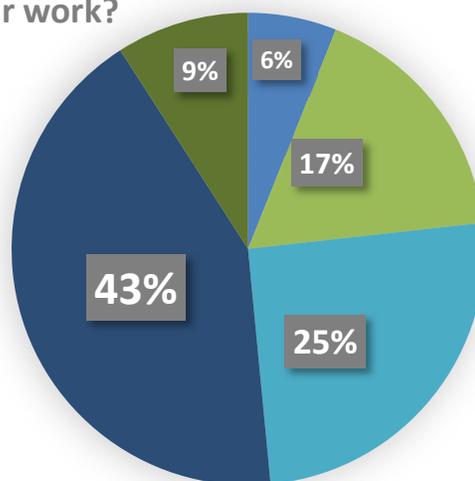
Other (please specify):

“Staff listing”; “I work at CIGI and produce many sources of content”; “CIGI events related to World Refugee Council”; “Specifically related to one of CIGI’s current initiatives”; “ Staff directory or directory of fellows, biographies of individuals”

3. Relevance and use of CIGI publications, events

3.1 Overall, how useful has CIGI been to your work?

- Not at all useful
- Somewhat useful
- Useful
- Very useful
- Don't know



Please briefly explain your answer:

→ 40 answered - 83 skipped the question

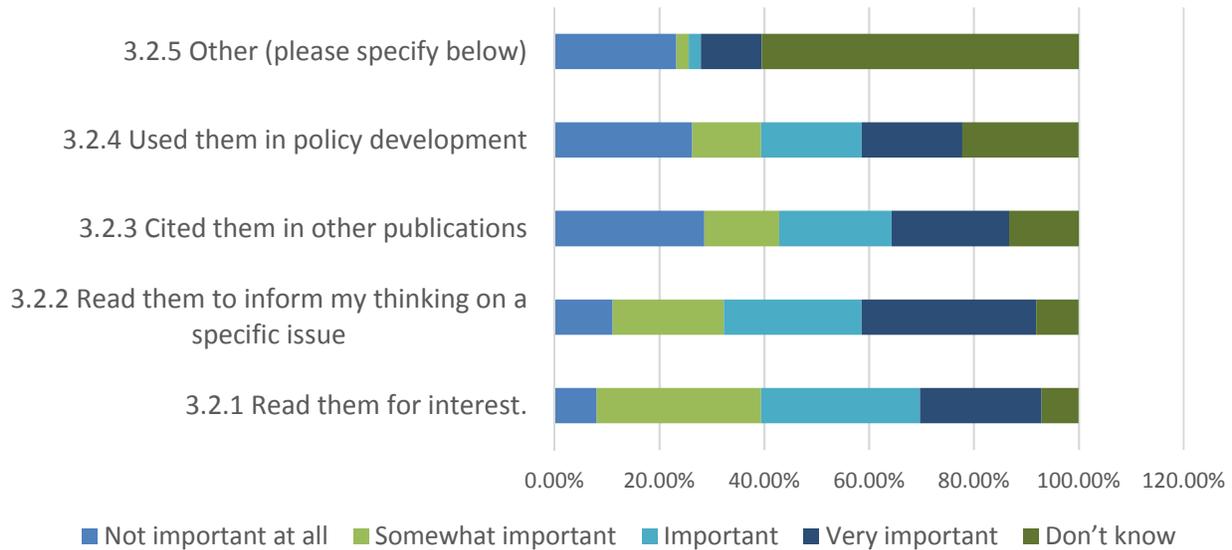
8 answered that they are currently working at CIGI

Positive: “It has financed a number of areas of research relating to energy and trade policy.”; “Excellent network of expert and global outreach for my research.”; “New ideas and paths for reflection. Useful references.”; “The material prepared by CIGI experts addresses contemporary policy challenges, is relevant and timely and also provides practical proposals and solutions to often intractable policy challenges.”; “I’ve only used CIGI materials related to the World Refugee Council - which have generally been of high quality.”; “CIGI has supported ground-breaking research and enabled key stakeholders to provide inputs into the research.”; “CIGI has played a critical leadership role in creating a space for dialogue between policy, research and practice, bringing the unique lens of both grassroots actors and political level actors around the same table.”; “In my field, the work is often highly responsive to current events/conditions; often high level of expertise”; “CIGI papers and policy briefs are useful to build knowledge. CIGI’s conferences and workshops are important to discuss relevant issues and to network”; “Great job of making complicated issues accessible”; “I have used two CIGI research papers to help me formulate ideas for my work and to make empirical insights that I have used in subsequent publications”; “I have benefitted from knowing Jim Basillie and Rohinton Medhora”; “CIGI is responding to current and forward-looking issues. It is great and focused.”; “CIGI’s research on global economic governance, international financial institutions, trade issues are insightful, and I often refer to them in my own research on these areas.”; “It is interesting to know what Canadian experts think about international issues.”; “Opportunity to discuss issues with other experts”; “I’m a senior fellow. CIGI has been incredibly supportive of the work I’ve done.”; “It is a great source for papers and for discussion with experts.” Etc.

But: “The research is topical but often uneven in terms of quality.”; “Sometimes I feel that CIGI does not utilize staff to the best of their skillsets.”; “Some of the policy recommendations are useful but the lack of transparency regarding the review process of the publications makes it harder to use in other research”; “While I periodically read and cite the work of CIGI affiliates (i.e. Fellows), I have never found CIGI publications / outputs to be of use.”; “CIGI’s work involves translating more academic research into analysis that is useful and relevant to a broader audience... in particular, policymakers and those involved in the policymaking process.”; “I find the opinions interesting; the lack of proper peer review is a concern”;

“Some CIGI Publications have been very useful but the vast majority are not. And too much emphasis now on social media/blogs that are totally superficial.”; “CIGI was central to my work during the three-year period in which I worked on a CIGI project. Since then it has still been valuable, though not central.” Etc.

3.2 How useful have CIGI-produced materials been to you, in your organization?



Other (please specify):

“As interim Director of the Global Economy Program very important”; “Work at CIGI”; “Curious to know if CIGI publications are Peer Reviewed?”; “Very few have the in-depth research that I need”; “Citing publication citations”

Please briefly explain your answer:

→ 20 answered and 103 skipped the question

Has been useful in providing background material in areas that i am currently researching
Sometimes the work seems partisan and not particularly evidence-based. This can have spillover effects on broader perceptions of the organization and the quality of its work.
CIGI-produced material is useful when you want a quick glance at a topic but it does not have much depth
As indicated earlier, the policy material developed by CIGI experts fills important gaps in understanding complex policy challenges and in identify practical proposals and options to address these. A further benefit is that the material is presented in a neutral and unbiased manner, notwithstanding addressing highly challenging, complex and contested policy issues.
CIGI's work on the World Refugee Council has been very good but I haven't used other materials.
Similar to my comment above, CIGI's materials are most relevant for those involved in the policymaking process.
Some CIGI special reports provide new policy insights.
I have specifically been reading materials prepared for one specific initiative to inform my participation in this initiative. I have not traditionally consulted CIGI materials in the past, but will do so more in future as a result of this experience.

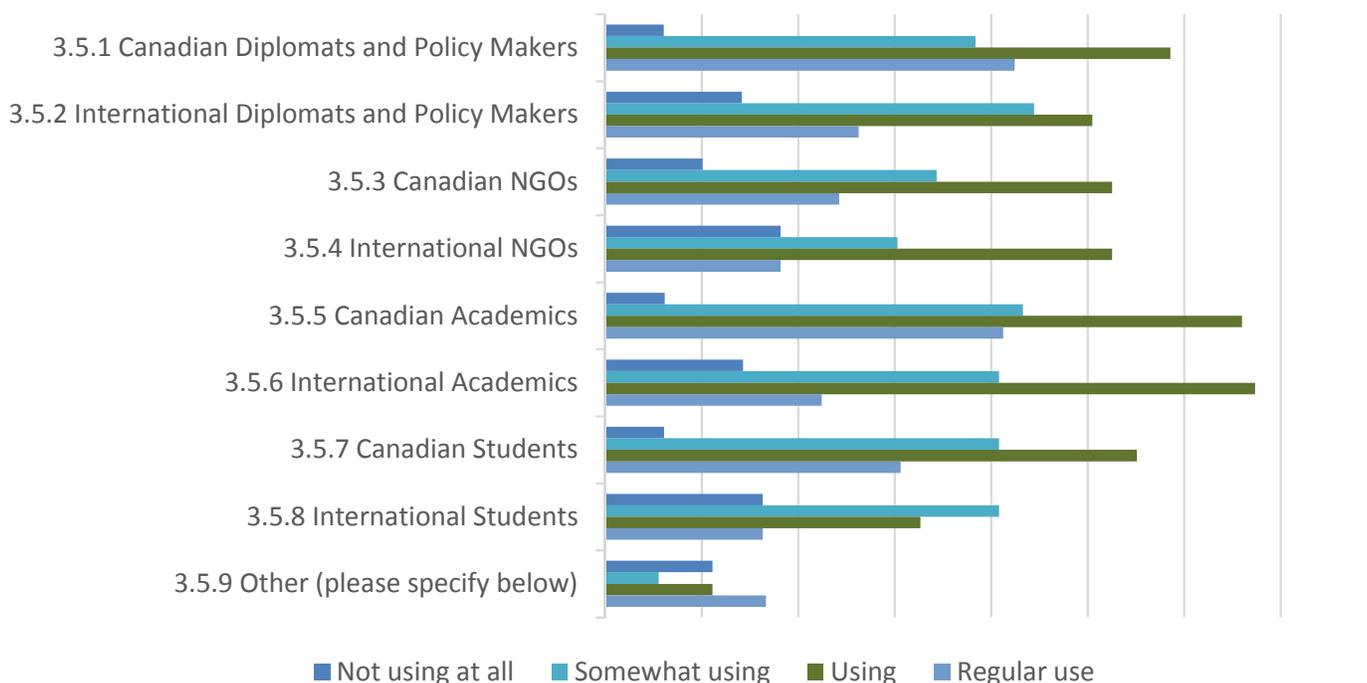
I use CIGI materials to understand CIGI's research direction and how other CIGI fellows' thinking and research on global issues compares with my own

Again, CIGI's research on global economic governance, international financial institutions, trade issues are insightful, and I often refer to them in my own research on these areas.

The publications from the Global Security and Politics program have been very useful.

Style Manual has been very helpful.

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



Other (please specify):

Private sector; It would have been good to include CIGI Staff in the listing above.

Please briefly explain your answer (maximum 500 characters):

→ 13 answers, 110 skipped the question

CIGI material frequently cited in national media and is widely followed by policymakers in Canada

Students regularly cite CIGI research in their work.

I have seen a CIGI publication cited in an academic journal but I don't have information regarding other groups

The work of the World Refugee Council - and CIGI's leadership role - has been widely appreciated.

I don't think that CIGI is well-known to NGOs and I don't believe NGOs are using CIGI's work.

I think targeted policymakers, who are engaged in development/agenda setting and framing of work, are using, but hard to gauge uptake from those not specifically targeted

Again, the increasing superficiality of CIGI's output makes it unattractive

CIGI does not focus on academic publications and its research papers tend to be much less promoted than its policy briefs, reports and op-eds. This makes it difficult for students and academics to make use of CIGI's work.

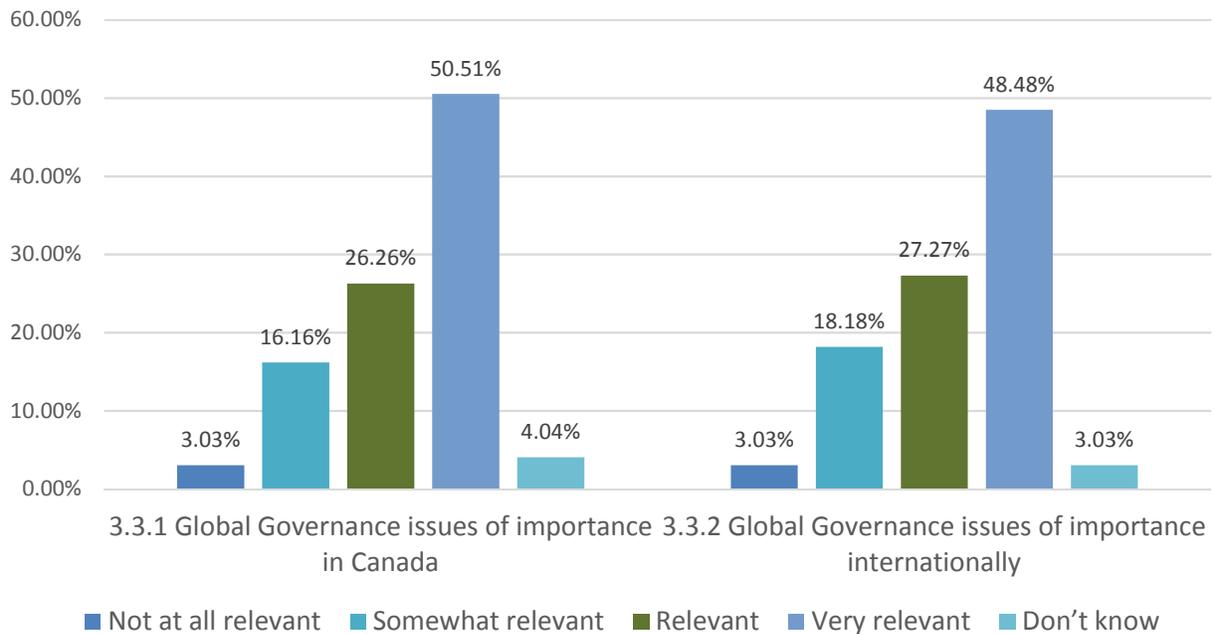
My opinion does not equate to actual use. I have only discussed with one policy maker who said they were looking forward to reading a report. If you want to understand use then you should ask people in these categories directly.

I got to know these shareholder's utilizing research/ activities in my experiences of doing research, attending events, conferences, symposiums within and outside Canada.

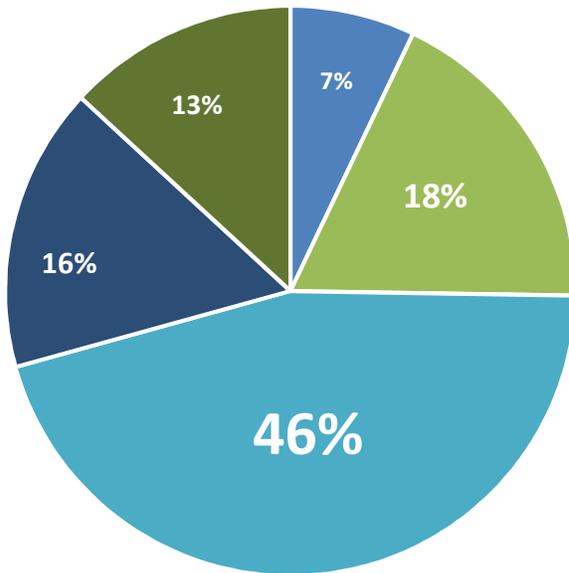
It depends very much on the issue area. CIGI has impact in areas where it has a track-record (trade) but not in crowded areas it is trying to enter (refugees).

CIGI has a very strong standing among academics. It is considered the "go-to" place on a number of issues, such as the G20.

3.4 In your opinion, how relevant is CIGI work to:

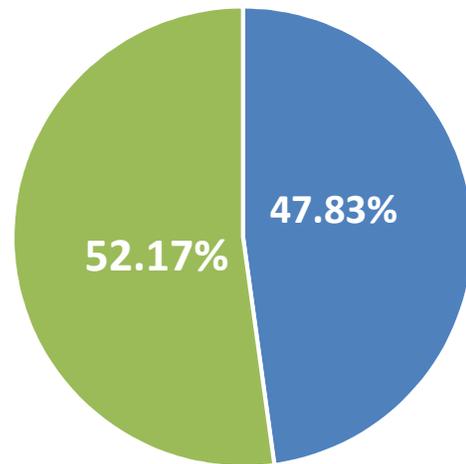


3.5 In your opinion, does CIGI's work achieve an appropriate balance between domestic and international governance issues?



- Not balanced at all
- Somewhat balanced
- Balanced
- Very balanced
- Don't know

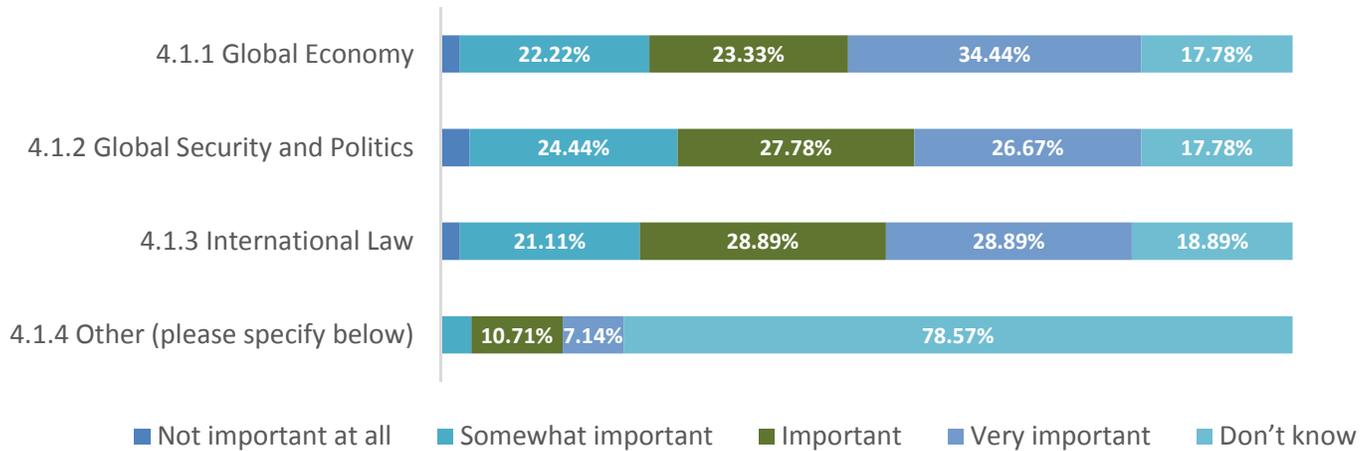
3.6 If you answered, "Not balanced at all" or "Somewhat balanced" to the previous question, please indicate which option best reflects your opinion



- CIGI's work focuses too much on national governance issues.
- CIGI's work focuses too much on international governance issues.

4. CIGI contributions to Global Governance

4.1 In your opinion, how important is CIGI's contribution to Global Governance solutions in the following areas?



Other (please specify):

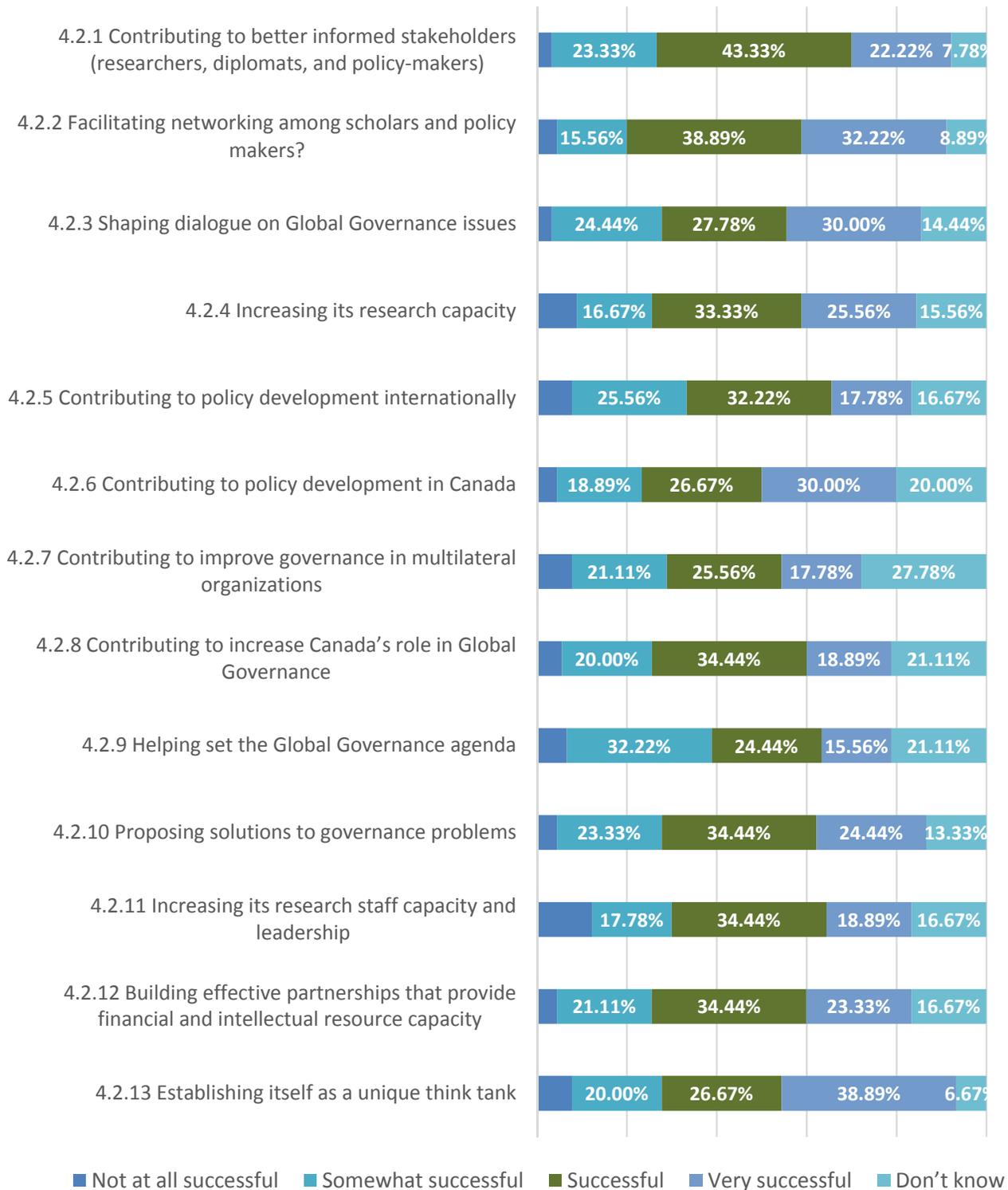
Data - intellectual property and innovation

World Refugee Council

Global Economy - was far more important until about 18 months ago. Global Security & Politics - increasingly marginal. International law - functioning program but little evidence of direct or sustained contribution beyond providing opportunities for individual research.

The internet governance project was really useful

4.2 In your opinion, how successful has CIGI been in?



4.3 In your opinion, what are the top roles or areas in which CIGI has been successful?

- **Governance:** Internet governance; Increasing Canada's role in global governance; Helping to shape dialogue in the global governance space; Domestic Governance and Advisement; international financial governance architecture; Contribute to setting the global governance agenda; Anticipating emerging governance issues; China's role in global governance
- **Canada:** Contributing to policy developments in Canada; Influencing Canadian policy; increasing Canada's visibility; Giving more visibility to Canadian expert's community on global governance issues
- **Communication:** Public Awareness of Issues; Promoting its work; Taking CIGI's work to a digital platform; Impactful videos from the graphics team; Digital publications; Multimedia, Social Committee; Creating audio/video content that explains complex issues; Strong social media presence
- **Events:** Hosting events; networking; World Refugee Council; G20 - influencing agenda; Assembling an impressive roster of high profile (predominantly external) affiliates relevant to its focus areas; creating opportunities for discussion between different stakeholders in a policy area; Facilitating networking among scholars and policy makers; Preparing Think 20 summits; Assembling an impressive roster of high profile (predominantly external) affiliates relevant to its focus areas; creating opportunities for discussion between different stakeholders in a policy area; Bridging N. American, European, and E. Asia for pol communities; Building effective **partnerships**;
- **Publications:** policy briefs and reports; translating academic research into policy advice; provide policy recommendations; publications on international economic law issues
- **Research:** Increasing research capacity and leadership; acquisition of top experts; pushing for certain subjects not otherwise covered in waterloo region; trying to identify global topics; fostering research collaboration; Research Growth (diversity)
- **Innovation**
- **Climate change:** impact and urgency; Environment
- **International law;** Intellectual Property; Advocacy; IP law; Cyber security; International Law Research Program has produced some useful in-depth studies in specific areas, especially ISDS; Investor-State Arbitration;
- **Trade;** Global Economy; Central Bank studies
- Sustaining the support of its original core funders

4.4 In your opinion, what roles or areas could CIGI improve upon?

Topics mentioned: Climate change; refugees; IMF; Indigenous People's rights; Global Economy; Global Security; International Law; Domestic politics; International security; Innovation & technologies; Development; SDGs; biodiversity; Human Rights; wetlands; African development and African innovative financing for development; development policy challenges of the poorest and most vulnerable developing countries; Environmental governance; African foreign policy; governance; Russia's role in global governance and global politics (this is a huge omission on CIGI's part); Immigration policy; Brexit; bilateral and multilateral trade issues; Blockchain/cryptocurrencies

International influence, impact and contribution: Helping set global governance agenda; shaping dialogue of global governance issues; contributing to policy development internationally; international impact; Demonstrating impact (glossy publications, blogs and op-eds not enough); Identifying opportunities for poor and other developing countries to increase participation in global trade and in the multilateral trading system; International networking to be better recognized outside Canada; Contributing to policy development internationally; mapping of impact; ensuring the true spirit of partnership and the principles of partnership are realized; building effective partnership

Research: Producing high quality, evidence-based research; research depth; Using its network of fellows more effectively to conduct and oversee research; Improve access of external experts to internal researchers and staff; Making researching more accessible online; research that focuses more on how to advance Canada's strategic interests in the world; Adopting academic standards; Developing in-depth research; Capacity building of in-house research staff; Diversifying its focus (e.g. by funding research undertaken by external specialists).; defined a unique focus or perspective; Developing sustained research partnerships with a wide range of Canadian and international universities; Facilitating /strengthening global research partnerships; developing a serious and sustainable intellectual community; taking seriously its initial commitment to work with the BSIA faculty and students in policy-relevant research; disseminating research findings (note that rarely if ever do academics cite CIGI-based research); Increasing CIGI's in-house research capacity. CIGI has so far mainly relied on external fellows for research and the resident researchers are not given equal opportunity and attention.; There are some important restrictions imposed on resident researchers which hurt their competitiveness and future growth. For example, the institution takes journal publications very negatively and researchers are strongly prohibited from publishing in academic journals.; Stronger student focus - more resources for their work; Research Capacity: downsizing in recent years has produced huge gaps in expertise; Lack of depth of research has been accompanied by over-concentration on mega-projects. The latter is particularly the case in the Global Security program.

Communication: internal communications; using communications strategically; More brand awareness; publishing briefing materials that are relevant to audience; More public events geared to public interests and issues.; Converting research into policy communications; digital platforms; videos; Need to reverse move away from in-depth research; too much focus on superficial blogs and social media ; Better dissemination of information.; Community engagement; Becoming more policy relevant (networks and publications); Pod cast short summaries of its papers; Newsletter - make it more interesting; CIGI website design - make it more aesthetically appealing and include more visuals; Engage social media audience better; Have more events in Montreal

Gender: Being more mindful of gender equity especially in its selection and support of experts; gender mainstreaming in studies and analyzes

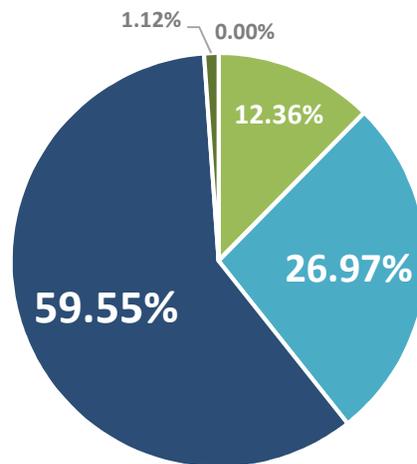
Strategy & Management: Poor leadership and direction over our research; Having a strategic vision on the balance between global and Canadian-focused research; Internally, CIGI would benefit from a more engaged, open, transparent leadership style. Employees want to contribute, but often feel they cannot.

Transparency & independence

“Ensuring diverse voices are heard - Ensuring more global south visibility and voice”

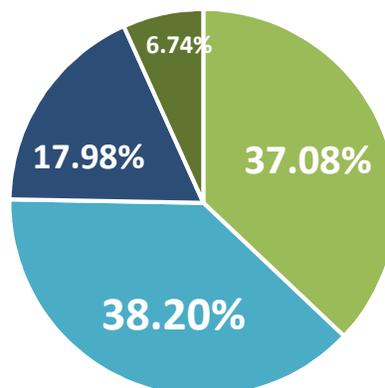
5. Comparison with other think tanks

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



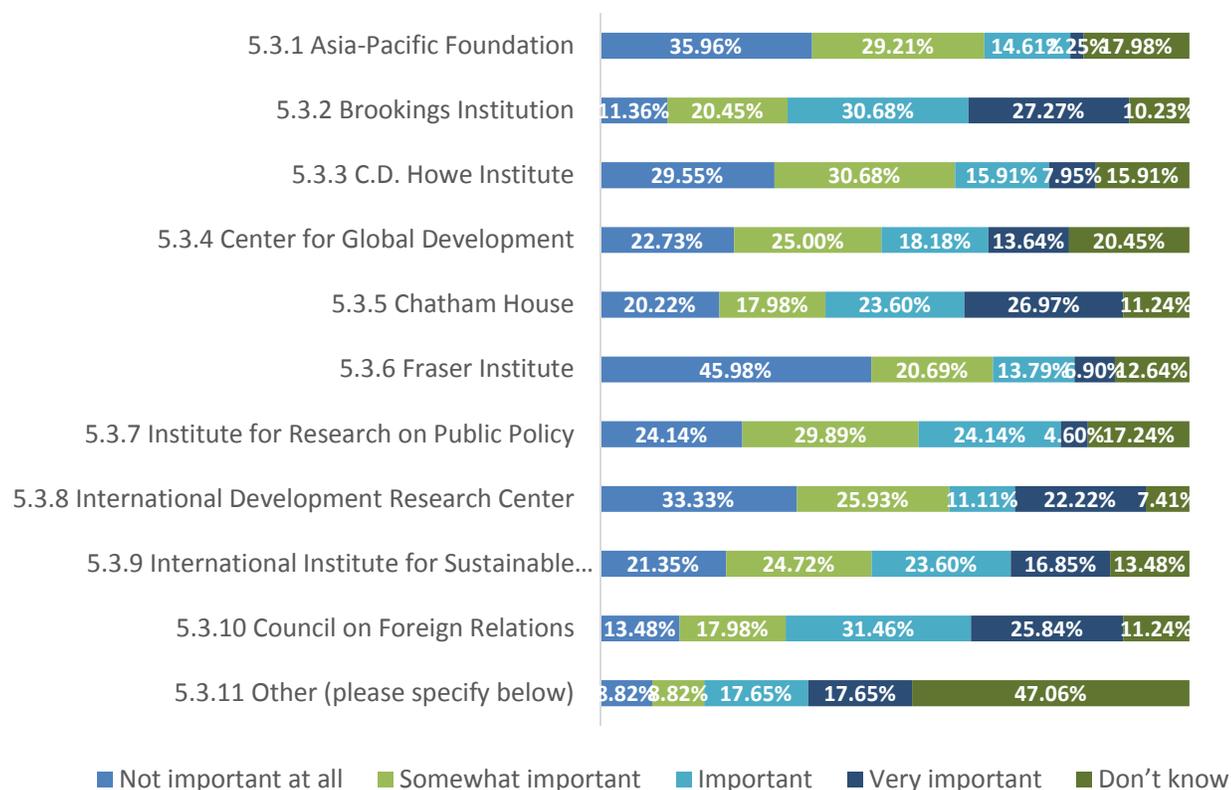
■ Not important at all ■ Somewhat important ■ Important ■ Very important ■ Don't know

5.2 In your opinion, how successful are think tanks in informing public policy?



■ Not at all successful ■ Somewhat successful ■ Successful ■ Very successful ■ Don't know

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



Other (please specify):

PIIE

Chinese and European Think Tanks

IISS (London); RIIPS (Tokyo); SIPRI; CSIS (Washington)

Potsdam Climate; IASS; Pew; RFF; WRI

Mexican Council on Foreign Relations (Comexi)

Peterson Institute for International Economics

Chinese Academy of Social Science; Mercator Institute for China Studies; Valdai Discussion Club; Foreign Policy Research Institute

Peterson Institute for International Economics

Because I work at CIGI and am not in a research position, I only look to other think tanks for market research.

IDRC is not a think tank

Being mostly retired, my responses relate to personal use

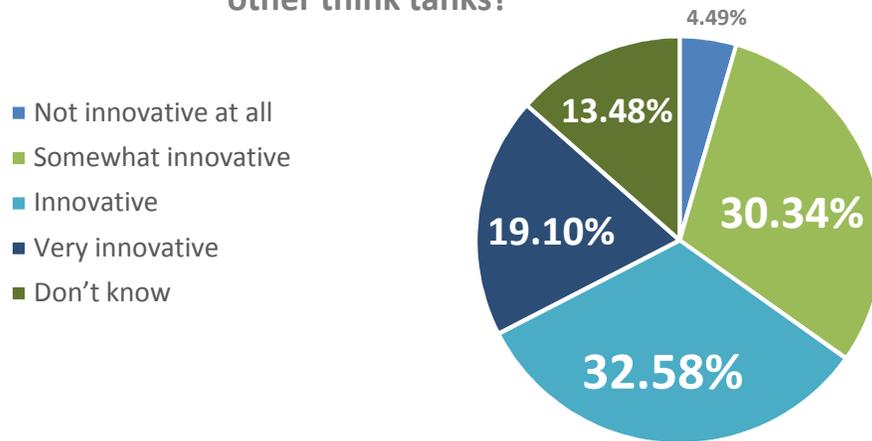
CEPR

Peterson Institute

Overseas Development Institute

Woodrow Wilson Centre/ Inter American Dialog
<http://health.chiefs-of-ontario.org/node/793>
 Smart Prosperity
 CISDL

5.4 In your opinion, how innovative is CIGI compared with other think tanks?



Please briefly explain your answer:

→ 26 answered, 97 skipped the question

CIGI is embracing a digital first approach to facilitate quicker and more broadly dissemination of research. Additional thought/work needs to be given to the type of outputs required by and readily consumed by policy makers (ie move away from academic style papers to short to the point policy brief collections).
Extreme wide area of coverage featuring innovative research
In the area of international economics, PIIE and Brookings offer much higher quality analysis in a range of areas
Had to answer: innovation internally versus its products and approaches
Unsure of what impact CIGI has Canada-wide let along Internationally.
I haven't seen that CIGI's work is more or less innovative than other think tanks
CIGI publications often come out after an issue is important. Could do a better job at balancing academic with real world solutions; CIGI has excelled in reaching out to other stakeholders
Hard to be innovative without having an active portfolio of world-class policy relevant research; also, what does "innovative" mean here?
I read that CIGI is rated well with Think Tank organizations around the world in "Global Go To Think Tank Index
In Canada CIGI provides for stakeholder engagement on various levels. It is possible to cooperate with CIGI in a diverse and flexible manner, e.g., to work on a special report, conduct cooperative research, participate in conferences, co-organize stakeholder meetings, produce a range of publication, etc.
No brainer! CIGI's ideas are usually bold, novel and pragmatic.
I find CIGI is still taking a very traditional approach, using the same networks and actors with power and influence that have been used for decades. Even the profile of the board speaks to this (mostly white men). More diversity,

more grassroots actors and more young people involved in CIGI's work in a meaningful way would help make CIGI much more innovative.

On some issues (climate change) CIGI is entering late into crowded field without clearly focused strategy; CIGI needs to develop more strategy documents in terms of substantive policy areas - with a clearer understanding of who is in area - what are current demands/audiences; some work plans seem too opportunistic and are not sustained long enough to develop a reputation in an issue area

Narrow research agenda. Lack of in-depth analysis. Failure to exploit opportunities to engage with local expertise.

CIGI needs to do a lot more to distinguish itself from parallel institutions like Brookings. More space should be given to new and unique perspectives on international governance issues (those that are not represented in established US and EU-based think tanks).

While I don't know what is research mandate is for other think tanks, since I have been with CIGI, we have been working on cutting edge and innovative projects. I have not seen or heard of such research from other think tanks.

Not well organized.

CIGI has a good track record of anticipating areas where it can contribute to discussions of governance

It is still young and dynamic

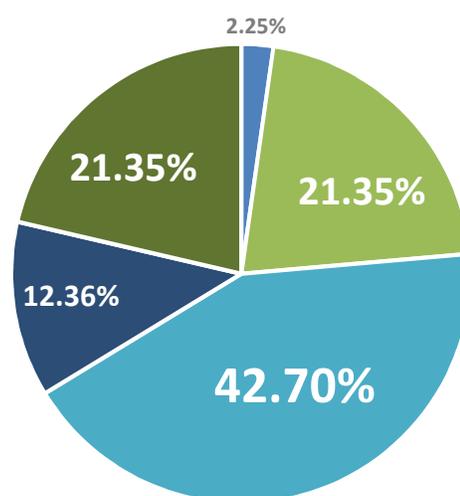
CIGI's focus on innovative solutions to global economic governance are distinct.

Innovative in our approach to digital media and website for dissemination but research ideas are not as innovative

Examines many issues of current importance

Think Tanks have been around since 1958 - it seems everyone in the past 10-15 years has hopped on the 'think tank' wagon. What we are (CIGI) is - is a resource of useful information branching out to make policies better and put into place.

5.5 In your opinion, does CIGI's work achieve an appropriate balance between traditional and innovation-focussed governance issues?



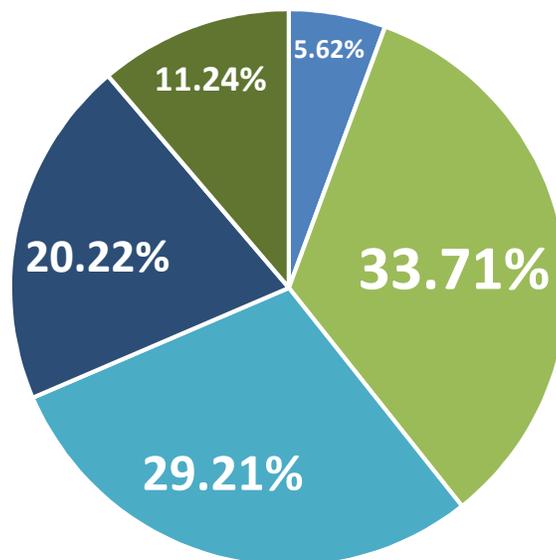
■ Not balanced at all ■ Somewhat balanced ■ Balanced ■ Very balanced ■ Don't know

Please briefly explain your answer:

→ 15 answered, 108 skipped the question

CIGI is best placed to tackle innovation-focused governance issues. Many larger institutes have been focused on traditional issues and are well resourced to continue in these spheres. CIGI can carve its niche in the non-traditional spheres; reasonably balanced on most issues
Some of CIGI's work is innovative but some seem like chasing headlines
Based on the presentations I have seen; a balanced presentation of the issues is given.
CIGI engages with stakeholder's innovative ways, while at the same conducting traditional policy research according to the usual scholarly processes.
There's a slight tilt towards innovation often at a cost to the traditional.
I fear that the innovation focused governance issues are a bit too tech-focused and not necessarily that innovative.; CIGI's focus is (and should be) on innovative aspects of governance
CIGI's approach to global security issues, global trade, and financial governance tends to be (with some exceptions) fairly traditional.
Use of innovative multimedia, strong emphasis on digital
CIGI focuses on traditional studies in security, international law and governance studies but also more innovation-focussed issues like internet governance recently.
More traditional than innovation-focussed, not using new ideas and research in innovative ways
CIGI is balanced - not cutting edge - we could be though.

5.6 In your opinion, how successful CIGI has been in establishing its niche in the world of think tanks?



■ Not at all successful ■ Somewhat successful ■ Successful ■ Very successful ■ Don't know

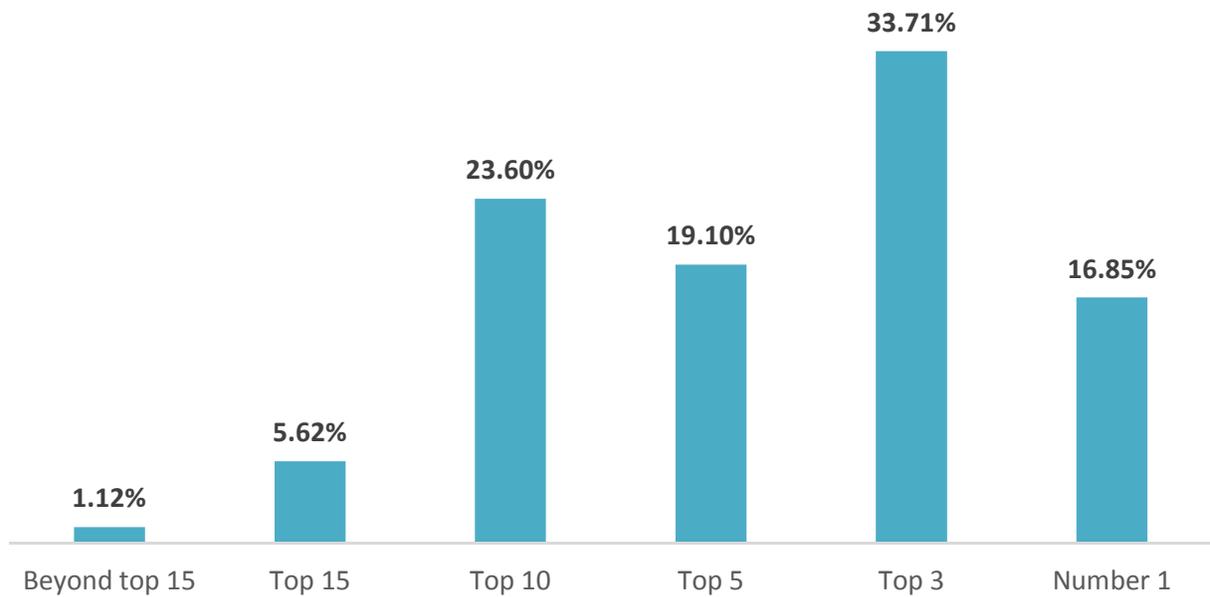
5.7 What is the value added of CIGI that other think tanks do not have?

Trusted. CIGI has become a trusted source of policy information for the Canadian Government.		
Nimble. CIGI can quickly pivot to address an emerging issue.		
Convening and Networking Power. CIGI has a proven track record of convening relevant working meetings.		
International law focus is high quality and regularly produced		
within Canada, its international focus	its three programs	political connections
Capacity to reach out to French-speaking world		
Digital presence	Fundraising policy	Law program
Social media	Internet	
government connections		
specialized programs		
International Law and governance	International Indigenous law	Innovation and technology
digital media experimentation	social media innovation	
More multidisciplinary	Defined streams	Beautiful headquarters!
Strong social/digital media		
CIGI's Identity has changed too many times		
CIGI's Research Areas need to remain more consistent		
CIGI's Publications need to be peer reviewed - to validate research, establish a method by which it can be evaluated, and increase networking possibilities within research communities. Despite criticisms, peer review is still the only widely accepted method for research validation.		
large endowment allowing for work not tied to project funding specifically		
ability to balance academic thinking with policy relevance		
Canadian perspective	specialized international law research program	location in Waterloo
An extensive network of non-resident researchers	Many events for the public in Canada and abroad	A lot of research output from non-resident researchers
It is local and accessible.		
complementarity	different points of views	
focus on international institutions	accessible, media dissemination channels	integrated, multidisciplinary approach
Diverse range of policy experts		
Perception of neutrality and balance in research and policy proposals		
Diverse range of policy research		
Its a Canadian entity focused in International Affairs and Global Governance (that alone makes it somewhat unique)		
Beyond that its comparative advantage is not at all clear		
Canadian perspective		

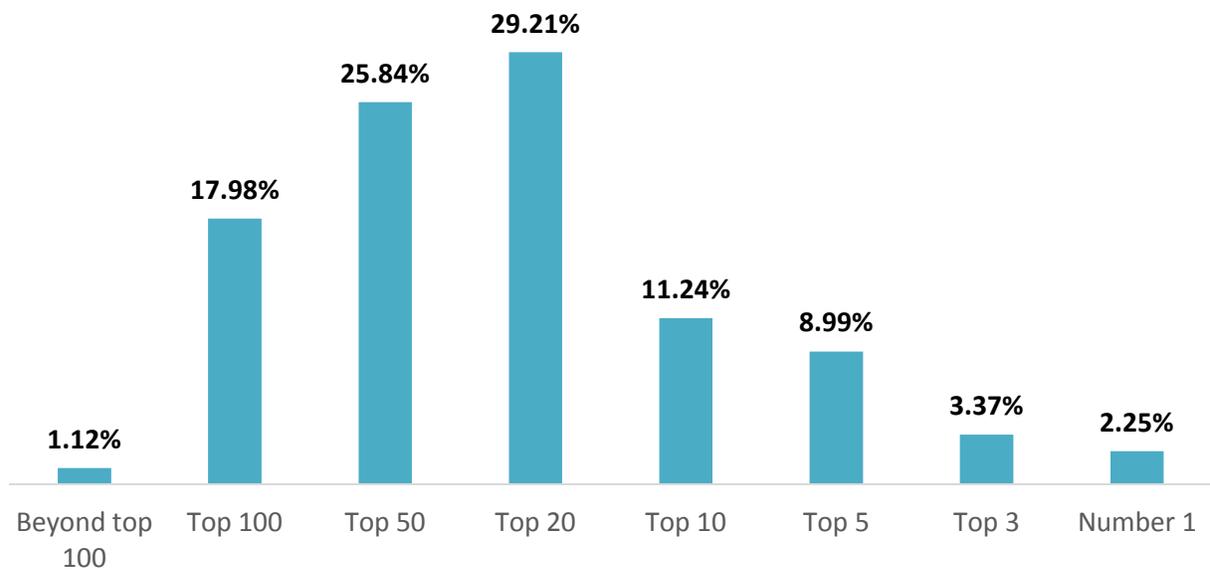
Having created a global network of experts, especially earlier on regarding the Global Economy program as well as in global governance		
visibility in being involved with successive G20 agenda setting processes		
research focus	unique strategy	experts
Adept use of social media	High production value of multimedia that explains research	Easy to navigate website with lots of free and accessible content
Flexibility		
It does not really add much besides big names		
Contacts/ influencing policy & governance	Scholarships/ next generation researchers & innovators	Innovation/ the future is now
Based in Canada and bringing a uniquely Canadian convening power	Ability to bring actors from different sectors together for meaningful dialogue	
Innovative topics	using various digital tools to deliver the research	
Deep expertise in issues around cyber security		
focus on international law	multi-disciplinary	viewing global through canadian lens
Being a Canadian think tank	Diversity of research members and opinions	Convening capacity
Top notch research staff	Excellent administration	
Pursuing innovative or experimental ideas of governance in niche areas		
Government relations		
Perceived non-partisan/independence		
Social media expertise/communication		
links to other organizations in Waterloo, e.g. Perimeter Institute and Balsillie School		
The CIGI Junior Fellowship program		
an open and interested local community		
CIGI's focus on intellectual property (more could be done from a political economy perspective on this issue)		
A lot of research potential on China (potential to contribute more than Asia Pacific Foundation)		
Funding: CIGI has the money to do very high-quality research		
focus on governance issues	focus on Canada's role	
Having a focus on global governance research in Canada		
Large network of international scholars to provide international perspective to a largely Canadian audience		
Canadian view to international issues		
Addressing international issues with a Canadian perspective	Cyber security	IP
Canadian perspective	Non-partisan	Growing global reputation
diversity	nimbleness	openness
Well funded and able to experiment with different ideas		
Willing to take untraditional approaches to distribute research (e.g. video)		

Amazing, world class thinkers from around the world		
Working on innovative topics		
Relationships and involvement with public sector and international organizations		
professional outreach	high level events	
emerging issues well identified	innovative policy oriented approach	number and quality of experts
Innovation		
Builds on a wide network of contacts and experts	Action oriented	Addresses difficult and emerging issues early on
Credibility (related to quality of research and sponsored events)	Transparency	Outside perception of a solvent position
It is always improving		
It has balanced and well-informed opinions (not right or left wing)		
Providing alternative perspective to the Beltway view		
studies on the major central banks in the world	China in the global economic governance studies	internet governance
Global network of thinkers to tap into.	Non-partisan -- not aligned to a political stance	International law is proving to be more innovative by including Indigenous and IP, and now the environment.
Canadian Based, International Focused		
Specific areas of strength		
Canadian perspective on global governance		
international perspective with Canadian focus		
A successful Event Team	A creative Multi-Media Team	Top notch Communication/Publication Team
Ability to work across policy domains	Ability to work across countries/polities	
Excellent relations with the Canadian Government		
Canadian / neutral view instead of US view		
Environmental law	Internet governance	Multi-disciplinary security issues
Indigenous issues	Convening power	Crosscutting approach
Original analysis, reporting, editorial content		
Legal research		

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



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



Appendix VIII CIGI Events by type 2013-2017

TYPE	TITLE	LOCATION	PROGRAM
2017			
Conference	ISA 2017 - Baltimore, Maryland	Baltimore	Other
Conference	Commonwealth Law Conference	Melbourne	ILRP
Conference	Asian Society of International Law - Seoul, South Korea	Seoul	ILRP
Conference	ESIL Annual Conference - Naples, Italy	Naples	ILRP
Conference	WTO Public Forum - Geneva, Switzerland	Geneva	ILRP
Conference	Indigenous Bar Association conference	Halifax	ILRP
Conference	Canada Korea Forum 2017	Vancouver	Other
Conference	Canadian Council on International Law	Ottawa	ILRP
Conference	COP 23	Bonn	ILRP
Conference	Innovation in Context 2	Montreal	ILRP
Lecture	The Way Forward on Climate Change - Public Panel	Ottawa	ILRP
Lecture	Reshaping International Trade and Investment to Serve a Complex and Changing World: Public Panel	Ottawa	ILRP
Lecture	Cinema Series - Age of Consequences	Waterloo	Other
Lecture	Speaker Series: Global Migration and Labour: Racialized Dimensions	Waterloo	Other
Lecture	GPF: Jeff Rubin	Ottawa	Other
Lecture	The Role of International Treaties in the Making and Shaping of Canada	Waterloo	ILRP
Lecture	CIGI Speaker Series: Media Panel	Ottawa	Other
Lecture	Speaker Series: Canadian Forces Major-General Denis Thompson	Waterloo	Other
Lecture	National Film Day Canada: Guantanamo's Child	Waterloo	Other
Lecture	Public Lecture - Economy Argument for Fossil Fuel Divestment	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Lecture	Public Lecture - Greening the Economy: Citizen Involvement and the Promotion of Renewable Energy Sources	Waterloo	Other
Lecture	Venezuela After the Fall: Financing, Debt, and Geopolitics	Ottawa	Other
Lecture	Speakers Series: Geoff Fong on Tobacco	Waterloo	Other
Lecture	Official Side event at the 34th session of the WIPO Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC), Geneva	Geneva	ILRP
Lecture	Tenth session of the Expert Mechanism on the Rights of Indigenous Peoples: CIGI Official Side Event	New York	ILRP
Lecture	The Global Deal: Together for Decent Work and Inclusive Growth	Ottawa	Other
Lecture	GPF: Taylor Owen	Ottawa	Other
Lecture	How Has Canadian Manufacturing Fared Under NAFTA?	Waterloo	Other
Lecture	Gender Equality in the Canadian Armed Forces	Waterloo	Other
Lecture	Disruptive Technological Change, Human Security and Responsible Leadership	Waterloo	Other
Lecture	World Trade and NAFTA in 2017 and Beyond	Ottawa	ILRP
Lecture	Maximum Canada: Why 35 Million Canadians Aren't Enough	Waterloo	Other
Lecture	Cuban Missile Crisis Lecture	Waterloo	Other
Meeting	Towards a FinTech Strategy for Canada	Waterloo	ILRP
Meeting	CIGI Board Meeting	Waterloo	Executive
Meeting	WRC Meetings	Ottawa	Global Security
Meeting	WRC Meetings	New York	Global Security
Meeting	Indigenous participation in NAFTA renegotiation	Toronto	Executive
Meeting	ILRP SDG Meeting	Waterloo	ILRP
Meeting	CIGI Board Meeting	Ottawa	Executive
Meeting	CIGI Board Meeting	Waterloo	Executive
Meeting	TK Expert Group Meeting in Toronto	Toronto	ILRP
Meeting	WTO Ministerial Meetings in Buenos Aires	Buenos Aires	Global Economy

TYPE	TITLE	LOCATION	PROGRAM
Other Public Events	Waterloo Region High School Model United Nations	Waterloo	Other
Other Public Events	Doors Open	Waterloo	Other
Other Public Events	Startup Open House 2017	Waterloo	Other
Other Public Events	Global Youth Forum	Waterloo	Other
Reception	Renewing International Law and Governance in North America	Ottawa	ILRP
Roundtable	Roundtable: Canadian Forces Major-General Denis Thompson	Waterloo	Executive
Roundtable	Roundtable: South African High Commissioner	Waterloo	Executive
Roundtable	MRIS IP Roundtable	Toronto	ILRP
Roundtable	MRIS Roundtable #5	Toronto	ILRP
Roundtable	Roundtable with Weldon Epp, Canada's Consul General in Shanghai	Waterloo	Executive
Roundtable	Roundtable with The Asia Foundation	Waterloo	Executive
Roundtable	"Closed Shops: Opening Canada's Legal Profession to Foreign-Educated Lawyers"	Waterloo	Executive
Workshop	The Way Forward on Climate Change - Roundtable	Ottawa	ILRP
Workshop	Reshaping International Trade and Investment to Serve a Complex and Changing World: Roundtable	Ottawa	ILRP
Workshop	Bridging International Human Rights, Trade and Investment Law: Roundtable	Ottawa	ILRP
Workshop	T20 Digital Economy Task Force Meeting	London	Global Security
Workshop	CIGI-BIICL Conference on Brexit and International Law	London	ILRP
Workshop	ILRP Advisory Committee Meeting	London	ILRP
Workshop	Soft-Launch of the Pluralism Project findings	Waterloo	Other
Workshop	Sovereign Debt Roundtable and Reception	Toronto	ILRP
Workshop	Cyber Norms workshop	Boston	Global Security
Workshop	Understanding the Challenge of Climate Change Regulation in Shipping	Halifax	ILRP
Workshop	International Trade and Regulatory Coordination in Global Value Chains	Washington	ILRP
Workshop	North American Arctic Leadership Summit	Washington	Global Security
Workshop	MRIS-CIGI Roundtable on IP and Innovation	Toronto	ILRP

TYPE	TITLE	LOCATION	PROGRAM
Workshop	Western Law Presentation	Waterloo	ILRP
Workshop	Exploratory Workshop on Canada & International Law @150	Ottawa	ILRP
Workshop	Traditional Knowledge Experts Group	Waterloo	Other
Workshop	International Summer Law Institute	Waterloo	Other
Workshop	Central Asia Meeting	Ottawa	Global Security
Workshop	UNDRIP: Braiding International, Domestic and Indigenous Laws	Ottawa	ILRP
Workshop	IP and Innovation in China: Charting Canadian IP Pathways to Success	Toronto	ILRP
Workshop	The New Internationalism? IOSCO, International Standards and Capital Markets Regulation	Ottawa	ILRP
Workshop	CIGI Policy Retreat on Traditional Knowledge	Geneva	ILRP
Workshop	World Refugee Council Meeting Geneva	Geneva	Global Security
Workshop	Global debate on IP, trade and development: Past, present and future, in collaboration with University of Minnesota and University of Geneva, Geneva	Geneva	ILRP
Workshop	The Pathway to a Green Finance Roadmap	Toronto	Global Economy
Workshop	Blockchain Climate Cup Round table	Toronto	ILRP
Workshop	Diplomacy for Peace and Conflict Management: The Challenges Ahead	Washington	Global Security
Workshop	WRC Jordan Meeting	Amman	Global Security
Workshop	London workshop ILRP Deep seabed working group	London	ILRP
Workshop	SDR Model Law Meeting	Singapore	ILRP
Workshop	Resource Extraction and the Human Rights of Women and Girls	Ottawa	ILRP
Workshop	Indigenous Rights and the Protection of Traditional Knowledge, Traditional Cultural Expressions and Genetic Resources in a Renegotiated North American Free Trade Agreement	Ottawa	ILRP
Workshop	WRC Berlin Meeting	Berlin	Global Security
Workshop	Developing Countries' Challenges and International Investment Law	Bogota	ILRP

TYPE	TITLE	LOCATION	PROGRAM
2016			
Conference	CDA 2016 Ottawa Conference on Security and Defence	Ottawa	Global Security
Conference	International Human Rights Law Conference	Saskatoon	ILRP
Conference	Milestone GRP - Western Canadian Oil and Gas Industry Roadmap	Calgary	ILRP
Conference	ISA 2016	Atlanta	Other
Conference	Canada-Japan Futures Forum: Fostering Entrepreneurship & Innovation Partnerships	Toronto	Other
Conference	UN World Humanitarian Summit	Istanbul	Global Security
Conference	Canadian Economics Association (CEA) Annual Conference	Ottawa	Global Economy
Conference	ILRP: ILA South Africa	Johannesburg	ILRP
Conference	ILRP: International Institutional Bypasses Conferences, Brazil	Brazil	ILRP
Conference	ILRP: Sovereign Debt Restructuring Conference & Special Issue of Oxford Economics Papers	Glasgow	ILRP
Conference	2016 WTO Public Forum - Geneva Switzerland	Geneva	Global Economy
Conference	The Global Summit - Montreal	Montreal	Other
Conference	Arctic Circle Conference- Iceland	Reykjavik	Global Security
Conference	COP22: Morocco	Marrakesh	ILRP
Conference	Internet Governance Forum (IGF): Guadalajara	Guadalajara	Global Security
Other public events	CIGI hosted reception, Canadian Embassy Washington, DC	Washington	Other
Other public events	Open Canada 5th Anniversary	Toronto	Other
Other public events	PUBLIC PANEL: "Canadian Climate Solutions: What should be included in Canada's National Climate Plan?"	Waterloo	Other
Other public events	Laid Low: Inside the Crisis That Overwhelmed Europe and the International Monetary Fund - A Book Talk & Panel Discussion with the Author - Bologna	Bologna	Global Economy
Other public events	Global Youth Forum 2016- Environmental Sustainability	Waterloo	Other
Other public events	Laid Low Book Discussion - Brussels	Brussels	Global Economy
Other public events	Laid Low Discussion Forum - London	London	Global Economy

TYPE	TITLE	LOCATION	PROGRAM
Other public events	Laid Low Book Presentation and Discussion - Berlin	Berlin	Global Economy
Signature Lecture	Canada 2020 Panel	Ottawa	Other
Signature Lecture	Human Trafficking - Magnet Forensics - Expert Roundtable	Waterloo	Other
Signature Lecture	Expert Panel Report on "Technology and Policy Options for a Low-Emission Energy System in Canada"	Waterloo	Other
Signature Lecture	Signature Lecture: Thomas Cottier	Waterloo	Other
Signature Lecture	Signature Lecture: Arab Dawn: Arab Youth and the Demographic Dividend	Waterloo	Other
Signature Lecture	Cinema Series: "Kandahar Journals"	Waterloo	Other
Signature Lecture	Global Policy Forum: Nick Lardy, Peterson Institute	Ottawa	Other
Signature Lecture	Lecture- Tunisia's Democratic Transition in a challenging regional context	Waterloo	Other
Signature Lecture	SLS with Bruce Reidel, Brookings Senior Fellow	Waterloo	Other
Signature Lecture	CIGI + IDRC- Democratic Transitions: Conversations with World Leaders	Waterloo	Other
Signature Lecture	CIGI-IDRC lecture by Benedetto Della Vedova of Italy, Ottawa	Ottawa	Other
Signature Lecture	SLS- Earth Week public event with Dr. Stephannie Sobeck-Swant	Waterloo	Other
Signature Lecture	Cinema Series- Watchers of the Sky	Waterloo	Other
Signature Lecture	SLS with Ziauddin Yousafzai	Waterloo	Other
Signature Lecture	Cinema Series - This Changes Everything	Waterloo	Other
Signature Lecture	SLS - Chet Crocker - Conflict Management	Waterloo	Other
Signature Lecture	Presentation: Julie Maupin on Bitcoin	Waterloo	Other
Signature Lecture	SLS- Jim Stanford: Beggar-thy-Neighbour: Hurdles of International Trade Governance	Waterloo	Other
Signature Lecture	Cinema Series: Deep Web	Waterloo	Other
Signature Lecture	GPF- Anders Åslund, Resident Senior Fellow, Atlantic Council, Washington, DC: Ukraine: What Has Been Accomplished, What Went Wrong, and What Needs to Be Done?	Ottawa	Other
Signature Lecture	BSIA-UW-CIGI Ambassador Derek Shearer, former United States Ambassador to Finland: The World is Watching: Foreign Policy & the US Presidential Election	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Signature Lecture	SLS- Julie Maupin on Internet Governance + film	Waterloo	Other
Signature Lecture	GPF- Fred Bergsten, global economy	Ottawa	Other
Signature Lecture	GPF- Michael Chertoff on security	Ottawa	Other
Signature Lecture	CIGI Public Event: U.S. Election Party- Free Public Viewing of Coverage	Waterloo	Other
Signature Lecture	CIGI Lecture: Timothy Lane, Bank of Canada	Waterloo	Other
Signature Lecture	Cinema Series: SeaBlind	Waterloo	Other
Workshop	Sovereign Debt Workshop	Ottawa	Global Economy
Workshop	Global Security and Politics Program Retreat	Ottawa	Global Security
Workshop	International Trade, IP Law, Innovation	Ottawa	ILRP
Workshop	Next Steps on Climate Change After Paris	Ottawa	ILRP
Workshop	D-10 Strategy Forum	Brussels	Global Security
Workshop	Research Innovation Lunch	Waterloo	ILRP
Workshop	Understanding the TPP: IP Protection and investment protection	Montreal	ILRP
Workshop	Engaging China meeting	San Francisco	Global Security
Workshop	Stanford-CIGI Workshop	San Francisco	Global Security
Workshop	GCIG California Meeting	Palm Springs	Global Security
Workshop	Roundtable on Human Rights and Climate Change	Toronto	ILRP
Workshop	GCIG - RAN/Authors' Meeting	Washington	Global Security
Workshop	Roundtable: R. Andreas Kraemer	Waterloo	Global Economy
Workshop	T20 Event – From Knowledge to Action: G20 Global Energy Governance Innovation	Shanghai	Global Economy
Workshop	Regulating Blockchain & Distributed Ledger Technologies: Challenges and Opportunities for Canadian Innovation	Toronto	ILRP
Workshop	ILRP Loss and Damage Conference	Washington	ILRP
Workshop	GCIG - Jordan	Amman	Global Security
Workshop	World Bank Roundtable and Panel Event- Development Index Report	Waterloo	Global Economy
Workshop	Intellectual Property Rights and Innovation in the Fourth Industrial Revolution	Toronto	ILRP

TYPE	TITLE	LOCATION	PROGRAM
Workshop	Brian Kahin roundtable: Digital Economics: Transforming Political Economy and Public Policy from the Bottom Up	Waterloo	Global Economy
Workshop	Roundtable on innovation strategies for Canada	Waterloo	Other
Workshop	From the Plaza Accord to International Monetary Cooperation Today	Washington	Global Economy
Workshop	A More Resilient Economic & Monetary Union: A Roundtable Discussion with Servaas Deroose	Washington	Global Economy
Workshop	T20 Event: The China G20 Presidency: Delivering on Growth and the SDGs	Shanghai	Global Economy
Workshop	Collect More & Spend Better – The Role of Capacity Development	Washington	Global Economy
Workshop	Financial Volatility's Challenge to Global Governance	Washington	Global Economy
Workshop	Consensus 2016: Making Blockchain Real	New York	ILRP
Workshop	Bank of Canada - CIGI - IMF - PIIE Ottawa event	Ottawa	Global Economy
Workshop	Refugee Responsibility Sharing	Ottawa	Global Security
Workshop	Indonesia Report Release	Ottawa	Global Security
Workshop	Emerging Markets Workshop - BSIA/CIGI/Laurier	Waterloo	Global Economy
Workshop	International Summer Law Institute	Waterloo	ILRP
Workshop	ARCM Author and Experts Meeting	Waterloo	Global Security
Workshop	International Environmental Governance and Innovation: Current Challenges and Future Directions	Waterloo	ILRP
Workshop	Four Societies 2016	Waterloo	ILRP
Workshop	ILRP: Side Event at the 77th Biennial Conference of the International Law Association	Johannesburg	ILRP
Workshop	ILRP: Grad Student Conference -Law for Sustainable Socio-Economic Development: The Search for International Governance Innovations	Waterloo	ILRP
Workshop	ILRP: Model Law on Sovereign Debt	New York	ILRP
Workshop	Refugee Responsibility Sharing Ottawa Workshop - with Government of Canada	Ottawa	Global Security
Workshop	ILRP: ELI Public Seminar, Brexit and Enviro Law, Washington, DC	Washington	ILRP
Workshop	ILRP- ICAO (Civil Aviation and CO2 Emissions), Montreal	Montreal	ILRP

TYPE	TITLE	LOCATION	PROGRAM
Workshop	ILRP: IP + Innovation Roundtable	Waterloo	ILRP
Workshop	D-10 Tokyo	Tokyo	Global Security
Workshop	“A Celebration of the 20th Anniversary of the Founding of the Arctic Council”	Ottawa	Global Security
Workshop	Euro50 Roundtable, Paris	Paris	Global Economy
Workshop	CIGI Board Meeting- Ottawa	Ottawa	Other
Workshop	GE: TFSA, Lunch event, Jeff Rubin on Divestment from Fossil Fuels	Waterloo	Global Economy
Workshop	14th Annual Korea-Canada Forum (Korea)	Seoul	Global Security
Workshop	ILRP: CCIL (Canadian Council on International Law Conference), Ottawa	Ottawa	ILRP
Workshop	ILRP: CIL + CIGI ISA Part 2	Singapore	ILRP
Workshop	ILRP: Innovation in Context Workshop	Montreal	ILRP
Workshop	ILRP: Trademarks Workshop	Montreal	ILRP
Workshop	ILRP: UNDRIP Symposium, Arizona	Tucson	ILRP
2015			
Conference	Global Commission on Internet Governance - London	London (UK)	Global Security
Conference	ISA New Orleans	New Orleans	Other
Conference	Co-sponsored: Conference of Defence Associations - Ottawa Conference	Ottawa	Global Security
Conference	Co-sponsored: INET Conference Paris	Paris	Global Economy
Conference	Global Commission on Internet Governance - The Hague	The Hague	Global Security
Conference	Co-sponsored with U Ottawa: Conference on Foreign Investment Policy	Ottawa	ILRP
Conference	Prioritizing International Monetary and Financial Cooperation (CIGI-TEPAV)	Ottawa	Global Economy
Conference	Co-sponsored: Council of Councils, Annual Meeting	Washington, DC	Other
Conference	Co-sponsored with Columbia University: Conference on Internet Governance and Cyber-security	New York City	Global Security
Conference	Co-sponsored: CAE - Canadian Economics Association Conference	Toronto	Global Economy
Conference	Co-sponsored: 2015 Canadian Telecom Summit	Toronto	Global Security

TYPE	TITLE	LOCATION	PROGRAM
Conference	Climate Summit of the Americas: The Green Economy – The Low Carbon Economy & Clean Tech Innovation	Toronto	ILRP
Conference	“Global Energy Governance and the G20 in Global Energy Governance”	Shanghai	Global Economy
Conference	G20 Think Tank Summit: Global Governance and Open Economy	Beijing	Global Economy
Conference	Global Commission on Internet Governance (GCIG) Meeting in Accra, Ghana	Accra, Ghana	Global Security
Conference	Investor State Arbitration between Developed Democracies: A Policy under Challenge	Ottawa	ILRP
Conference	Global Commission on Internet Governance (GCIG) Meeting in Bangalore	Bangalore, India	Global Security
Conference	International Bar Association Annual Conference	Vienna	ILRP
Conference	IMF Annual Meetings, Lima, Peru	Lima	Global Economy
Conference	2015 Annual Canadian Council on International Law (CCIL) Conference	Ottawa	ILRP
Conference	Internet Governance Forum	Joao Pessoa, Brazil	Global Security
Conference	UNFCCC COP21	Paris	ILRP
Other public events	CIGI Panel: Canadian Investment Law and Policy in the Global Context: Are we getting it right?	Ottawa	ILRP
Other public events	Doors Open Waterloo Region	Waterloo	Other
Other public events	CIGI Community Art Contest Awards Night	Waterloo	Other
Other public events	Global Youth Forum The UN@70 - 70th Anniversary of the United Nations	Waterloo	Other
Other public events	Canada Among Nations Book Launch: Toronto	Toronto	Other
Other public events	CTT Ambassadors' Lunch	Waterloo	Other
Other public events	KW High School Model UN (KWHS MUN2015)	Waterloo	Other
Signature Lecture	CIGI SLS: Declan Hill	Waterloo	Other
Signature Lecture	CIGI SLS: Pamela Aall	Waterloo	Global Security
Signature Lecture	CIGI SLS: Discovering the Erebus: Mysteries of the Franklin Expedition	Waterloo	Other
Signature Lecture	Global policy Forum - Stephen Cornish	Ottawa	Other
Signature Lecture	CIGI SLS: Jeff Sturchio on Global Health	Waterloo	Other
Signature Lecture	CIGI SLS: Dr. Kevin P. Gallagher, Boston University	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Signature Lecture	CIGI SLS: Johan Rockstrom - Big World, Small Planet	Waterloo	Other
Signature Lecture	Premier Kathleen Wynne Public Lecture	Waterloo	Other
Signature Lecture	CIGI SLS: Jack Goldstone - 10 Billion	Waterloo	Other
Signature Lecture	CIGI SLS: Derek Gregory - Drone Warfare	Waterloo	Other
Signature Lecture	CIGI SLS: Taylor Owen - Disruptive Power	Waterloo	Other
Signature Lecture	CIGI SLS: Chris Ragan - Paying for Climate Survival	Waterloo	Other
Signature Lecture	Global Policy Forum - Gary Samore - Russia, Korea, Iran	Ottawa	Other
Signature Lecture	CIGI SLS: Michael Bell	Waterloo	Other
Signature Lecture	CIGI SLS: John Fullerton	Waterloo	Other
Signature Lecture	Annual CIGI-CIC Media Panel - Canadian Eyes on World News: Perspectives from Media Leaders	Waterloo	Other
Signature Lecture	Global Policy Forum - Gen. Tom Lawson - Canadian Forces	Ottawa	Other
Signature Lecture	CIGI Speaker Series – Dealing with Losers: The Political Economy of Policy Transitions	Waterloo	Other
Signature Lecture	Global Policy Forum – İbrahim Çanakçı on “Turkey, the G20 and the Global Economy”	Ottawa	Other
Signature Lecture	CIGI Speaker Series – Climate Change and Rule of Law: Could domestic public interest litigation contribute to enforcing international commitments?	Toronto	Other
Signature Lecture	CIGI Speaker Series – The Illegal: A Meditation on Refugee Issues	Waterloo	Other
Signature Lecture	CIGI Speaker Series – “Paris Climate Talks: A Success Dressed Up Like a Failure?” with David Runnalls	Waterloo	Other
Signature Lecture	CIGI Speaker Series - "TPP, Copyright and Innovation: Are Canadian Creators or the Public Interest at Risk?" (Michael Geist)	Waterloo	Other
Signature Lecture	CIGI Speaker Series - "The Asylum and Refugee Crisis" (Alison Mountz)	Waterloo	Other
Signature Lecture	Global Policy Forum - Ahmed Galal	Ottawa	Other
Signature Lecture	CIGI Speaker Series - "Commodore Santaripia - Counter-terrorism on the high seas. Why is Canada's involvement necessary?"	Waterloo	Other
Signature Lecture	SLS International Human Rights Day	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Workshop	Co-sponsored: Governing Innovation - Patents	Boston	Global Economy
Workshop	Arctic Workshop with PNWER	Vancouver	Global Security
Workshop	More Effective International Climate Agreements	Redondo Beach	Global Security
Workshop	Future of the Arctic	Waterloo	Global Security
Workshop	IMF: Response to Financial and Economic Crisis: An AEO Assessment	Waterloo	Global Economy
Workshop	ILRP workshop	Toronto	ILRP
Workshop	CIGI ILRP Advisory Committee Retreat	Washington, DC	ILRP
Workshop	Roundtable with Premier Kathleen Wynne	Waterloo	Other
Workshop	Co-sponsored: IMF Meetings, Washington	Washington, DC	Global Economy
Workshop	Latin American Perspectives on SDR	Mexico City	Global Economy
Workshop	Ideational Conflict Project Workshop	Oxford	Other
Workshop	Roundtable: Chris Ragan	Waterloo	Global Economy
Workshop	Co-sponsored: RCEA Money and Finance Workshop "The Great Recession: Moving Ahead"	Rimini, Italy	Global Economy
Workshop	CIGI-CSIS Indonesia-Canada Forum	Jakarta	Global Security
Workshop	CIGI International Law Research Program: First International Consultation Workshop on Emerging International and Transnational Legal & Regulatory Issues Pertaining to the Global Value Chain and Corporate Social Responsibility	Toronto	ILRP
Workshop	Governor General's Canadian Leadership Conference luncheon	Waterloo	Other
Workshop	Co-sponsored: Trento Economics Festival	Trento, Italy	Global Economy
Workshop	International Summer Law Institute	Waterloo	ILRP
Workshop	Co-sponsored with City of Waterloo: Intelligent Community Forum tour	Waterloo	Other
Workshop	Breakfast with Iceland President Ólafur Ragnar Grímsson	Ottawa	Other
Workshop	CIGI Workshop- Africa Regional Conflict Management (ARCM) project	Pretoria	Global Security
Workshop	D-10 workshop	Rome	Global Security

TYPE	TITLE	LOCATION	PROGRAM
Workshop	Emerging Environmental, Human Rights, and Indigenous Community Participation Issues in the Regulation & Governance of Extractive Industries	Waterloo	ILRP
Workshop	11th Annual Meeting of the North American Forum, Toronto	Toronto	Global Security
Workshop	Think 20 Workshop	Ankara	Global Economy
Workshop	Roundtable – Law, Trade and Development	Waterloo	ILRP
Workshop	IP, Trademark & Copyright Workshop	Waterloo	ILRP
Workshop	Workshop – Climate Change and Rule of Law: Could domestic public interest litigation contribute to enforcing international commitments?	Toronto	ILRP
Workshop	Visit by the Chinese Academy of Social Sciences	Waterloo	Global Economy
Workshop	Canada-Korea Forum 2015	Cambridge, ON	Other
Workshop	CIGI-Columbia University Workshop on Sovereign Debt Restructuring	New York City	Global Economy
Workshop	CIGI G20 Mission to China	Beijing & Shanghai	Global Economy
Workshop	GCI Research Advisory Network/OECD meeting	Paris	Global Security
Workshop	Amar Bhattacharya Roundtable	Waterloo	Global Economy
Workshop	Expert Roundtable on Refreshing Canada's Arctic Policy	Ottawa	Global Security
Workshop	Lieutenant Governor's Visit the Honourable Elizabeth Dowdeswell	Waterloo	Other
Workshop	First Annual Central Asia Security Innovation Conference (CASIC)	Kazakhstan	Global Security
Workshop	CIGI Workshop on Eurozone financial regulation	Rome	Global Economy
2014			
Book Launch	CANs Book Launch - Toronto, Munk	Toronto	Global Security
Book Launch	CANs Book Launch - Montreal, McGill	Montreal	Global Security
Community Event	Global Youth Forum	Waterloo	Other
Community Event	Canada2020/CIGI Gala Dinner, Ottawa	Ottawa	Other
Conference	CIGI Sponsored: 2014 Ottawa Conference on Defense and Security	Ottawa	Global Security

TYPE	TITLE	LOCATION	PROGRAM
Conference	INET/CIGI Conference: Human After All	Toronto	Global Economy
Conference	Global Commission on Internet Governance: Stockholm	Stockholm	Global Security
Conference	CIGI-UDN Conference	Kampala	Other
Conference	CFR/CIGI Council of Councils meeting	Ottawa	Other
Conference	Co-sponsored: CIGI + CSIS Arctic Conference	Washington	Global Security
Conference	Global Commission on Internet Governance: Seoul	Seoul	Global Security
Conference	CIGI at G20, Brisbane	Brisbane	Global Economy
Conference	Global Commission on Internet Governance: Ottawa	Ottawa	Global Security
Global Policy Forum	Susan Schadler - Global Policy Forum	Ottawa	Global Economy
Global Policy Forum	GPF- Harold James	Ottawa	Global Economy
Global Policy Forum	Global Policy Forum: John Ibbitson	Ottawa	Other
Global Policy Forum	Global Policy Forum: Rohinton Medhora	Ottawa	Other
Global Policy Forum	Global Policy Forum: Melissa Hathaway	Ottawa	Global Security
Global Policy Forum	Global Policy Forum: Heather Smith	Ottawa	Other
Global Policy Forum	Global Policy Forum: Malcolm Knight	Ottawa	Global Economy
Global Policy Forum	Global Policy Forum: Shadi Hamid	Ottawa	Global Security
Roundtable	Roundtable: Doug Roche	Waterloo	Global Security
Signature Lecture	CIGI SLS: David Keith on Geoengineering	Waterloo	Other
Signature Lecture	CIGI SLS: John Ibbitson	Waterloo	Other
Signature Lecture	CIGI SLS- T.V Paul on Pakistan and conflict	Waterloo	Global Security
Signature Lecture	CIGI SLS: Chief of Defense Staff General Tom Lawson, Global Security	Waterloo	Global Security
Signature Lecture	CIGI SLS- Bill Janeway 'What I Learned Doing Capitalism'	Waterloo	Global Economy
Signature Lecture	CIGI SLS: Natalie Day	Waterloo	Other
Signature Lecture	CIGI SLS: Omar Samad on Afghanistan	Waterloo	Global Security
Signature Lecture	CIGI SLS: Margaret McMillan	Waterloo	Other
Signature Lecture	CIGI SLS: Ged Davis	Waterloo	Other
Signature Lecture	CIGI SLS: Adam Posen	Waterloo	Global Economy
Signature Lecture	CIGI SLS: James Wilsdon	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Signature Lecture	CIGI SLS: Joseph Caron	Waterloo	Other
Signature Lecture	CIGI SLS: Muhammad Yunus	Waterloo	Global Economy
Signature Lecture	CIGI Annual Media Panel: Journalists in Exile	Waterloo	Other
Signature Lecture	CIGI SLS: Laura DeNardis	Waterloo	Global Security
Signature Lecture	CIGI SLS: Abdullahi An-Na'im	Waterloo	ILRP
Signature Lecture	CIGI SLS: Lawrence Wilkerson	Waterloo	Global Security
Signature Lecture	CIGI SLS: Thomas Homer-Dixon	Waterloo	Global Security
Signature Lecture	CIGI SLS: Francois Crepeau	Waterloo	ILRP
Signature Lecture	CIGI SLS: Ed Linenthal	Waterloo	Other
Workshop	Through Egyptian Eyes Book Workshop	Waterloo	Other
Workshop	ILRP Workshop: "Linking Knowledge, Practice and Policy"	Waterloo	ILRP
Workshop	Internationalization of Indigenous Rights 1	Brantford	ILRP
Workshop	Global Commission on Internet Governance Research Advisory	Paris	Global Security
Workshop	D-10 Strategy Forum	Ottawa	Global Security
Workshop	ILRP: First Consultation Workshop on Property Law	Toronto	ILRP
Workshop	ILRP: 1st International Economic Law Consultation Workshop	Toronto	ILRP
Workshop	CANs Workshop	Waterloo	Global Security
Workshop	ILRP: Trade & Investment Workshop	Toronto	ILRP
Workshop	CIGI-UNEP Workshop: Financing Climate Change	Waterloo	Global Economy
Workshop	Ideational Conflict Workshop	Waterloo	Global Security
Workshop	Internationalization of Indigenous Rights 2	Waterloo	ILRP
2013			
Book Launch	"Canada Among Nations Book Launch: Canada-Africa Relations"	Ottawa	Global Security
Book Launch	Canada Among Nations book launch	Toronto	Global Security
Book Launch	Canada Among Nations book launch	Vancouver	Global Security
Book Launch	Travails of Institutions That Govern the Global Financial System	Washington	Global Economy
Book Launch	Canada Among Nations book launch	Montreal	Global Security

TYPE	TITLE	LOCATION	PROGRAM
Community Event	Global Youth Forum	Waterloo	Other
Conference	China-Canada Strategic Dialogue III: Security Cooperation In Asia-Pacific Region	Shanghai	Global Security
Global Policy Forum	What Canadians can expect from President Barack Obama's second term in office	Ottawa	Other
Global Policy Forum	"China: Where Will the New Leadership Go?"	Ottawa	Other
Global Policy Forum	Panel Discussion: "Squaring the Circle: The Millennium Development Goals, Post-2015"	Ottawa	Other
Global Policy Forum	"State of the Global Economy"	Ottawa	Global Economy
Global Policy Forum	"Meeting the Infrastructure Challenge: The Case for a New BRICS Development Bank"	Ottawa	Global Economy
Lecture	Graeme Smith Book Discussion "The Dogs are Eating Them Now: Our War in Afghanistan"	Waterloo	Global Security
Noon lecture	The Russia G20 Summit: What's at Stake for the Global Economy	Ottawa	Global Economy
Panel discussion	International Cooperation and Central Banks	Waterloo	Global Economy
Panel discussion	New Consensus on Infrastructure Development: Implications for the Energy Sector, Climate?	Washington	Global Economy
Seminar	Lessons from Greece and Cyprus: Unsustainable Debt and the Political Economy of Lending	Washington	Global Economy
Signature Lecture	Learning from the Octopus: Nature's Lessons for Good Global Governance	Waterloo	Other
Signature Lecture	The Changing US Electorate: America and the World	Waterloo	Other
Signature Lecture	"Catching Up With Asia: Africa's Critical Current Challenges"	Waterloo	Other
Signature Lecture	"Sex and the Citadel"	Waterloo	Other
Signature Lecture	When Less Is More: Multi-Stakeholder Model of Internet Governance	Waterloo	Global Security
Signature Lecture	"The Inequality Gap: A Social Protection Floor for An Inclusive Crisis Recovery"	Waterloo	Global Economy
Signature Lecture	Panel Discussion: "Squaring the Circle: The Millennium Development Goals, Post-2015"	Waterloo	Other
Signature Lecture	"Leading from Beside"	Waterloo	Other
Signature Lecture	Caught in the Headlines: Everyday Voices in World News	Waterloo	Other

TYPE	TITLE	LOCATION	PROGRAM
Signature Lecture	"Ken Taylor - The Real Story of the Iran Hostage Rescue " & screening of Argo	Waterloo	Other
Signature Lecture	"The Evolution of the Responsibility to Protect: Securing Individuals in a World of States"	Waterloo	Global Security
Signature Lecture	"Currency Wars and Reform of the International Monetary System"	Waterloo	Global Economy
Signature Lecture	"Off Balance: International Institutions and the Global Financial Crisis"	Waterloo	Global Economy
Signature Lecture	"The Public Life of Climate Change: The First 25 Years"	Waterloo	Other
Signature Lecture	"A Crisis in Global Governance?"	Waterloo	Other
Signature Lecture	"Kennedy, Khrushchev and "Six More Years": What They Might Have Accomplished	Waterloo	Other
Workshop	Conflict Management and Global Governance in an Age of Awakening Authors Workshop	Waterloo	Global Security
Workshop	"East Asia-Arctic Relations"	Whitehorse	Global Security
Workshop	"East Asia-Arctic Relations"	Waterloo	Global Security
Workshop	Reimagining the Internet	Waterloo	Global Security
Workshop	Canadian Arctic Marine Transportation and Governance Workshop	Iqaluit	Global Security
Workshop	Constructive Powers Initiative 2013 workshop	Toronto	Global Security
Workshop	Strengthening Governance in Africa And South Africa: Building On Mandela's Legacy	Cape Town	Other
Workshop	"Diasporas, Development and Governance in the Global South"	Waterloo	Other
Workshop	Australia-Canada Security Cooperation in the Asia-Pacific I	Singapore	Global Security
Workshop	Measuring Governance Effectiveness: National and International Dimensions	Waterloo	Other
Workshop	Workshop on Handling Sovereign Debt	Waterloo	Global Economy
Workshop	Walking the Talk? Challenges for Monetary Policy Actions and Communication	Waterloo	Global Economy
Workshop	"FGEPG Workshop: How to spend the money?"	Washington	Global Economy
Workshop	Australia-Canada Security Cooperation in the Asia-Pacific II	Seoul	Global Security
Workshop	"Vertically-Integrated Peacebuilding"	Waterloo	Global Security

TYPE	TITLE	LOCATION	PROGRAM
Workshop	"Western Canadian Arctic Marine Transportation Workshop"	Yellowknife	Global Security
Workshop	How to put the package together and design and govern the executing machine"	Waterloo	Global Economy
Workshop	CANs Authors' Workshop	Waterloo	Global Security

Appendix IX CIGI Publications 2013-2017

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
1	January 7, 2013	Post-2015 Development Goals: Can They Be Smart?	Barry Carin		
2	January 16, 2013	Creating Voids: Western Military Downscaling and Afghanistan's Transformation Phase (Afghanistan Paper No. 11)	Florian Kühn	Commentary	Global Security
3	January 21, 2013	Sustainable Development and Financing Critical Global Public Goods (No. 10)	Barry Carin	Commentary	Global Security
4	January 22, 2013	The Internet in 2020: Tranquil or Turbulent?	Dave Clemente	Paper	Global Development
5	January 22, 2013	Leadership in a Turbulent Age (No. 11)	Fen Hampson and Paul Heinbecker	Commentary	Global Development
6	January 28, 2013	Another Fine Mess: Repairing the Governance of International Financial Regulation (No. 12)	Pierre Siklos	Policy Brief	Global Development
7	January 30, 2013	Internet Governance via Hard and Soft Law: Choosing the Right Tools for the Job	Kyle Harris and Samantha Bradshaw	Paper	Global Development
8	February 7, 2013	Strengthening IFIs to Promote Effective International Cooperation (No. 13)	Tom Bernes	Policy Brief	Global Development
9	February 12, 2013	The G20 as a Lever for Progress (G20 Paper No. 7)	Barry Carin and David Shorr	Policy Brief	Global Development
10	February 15, 2013	Canada's Return to Asia: Re-engagement through Defence Diplomacy (No. 25)	James Manicom	Policy Brief	Global Development
11	February 26, 2013	Africa Rising: A Continent's Future Through the Eyes of Emerging Scholars	various	Policy Brief	Global Development
12	March 12, 2013	The Short View: The Global Conjuncture and the Need for Cooperation (No. 14)	James A. Haley	Book	Global Development

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
13	March 12, 2013	Five Years After the Fall: The Governance Legacies of the Global Financial Crisis	John Helliwell and CIGI Experts	Book	Global Development
14	April 8, 2013	Post-Doha Trade Governance: Atlantic Hegemony or WTO Resurgence? (CIGI-BSIA No. 3)	Dan Herman	Policy Brief	Global Development
15	April 9, 2013	Coordination Critical to Ensuring the Early Warning Exercise Is Effective (CIGI-BSIA No. 4)	Skylar Brooks, Warren Clarke, Michael Cockburn, Dustyn Lanz and Bessma Momani	Commentary	Global Development
16	April 15, 2013	TBD	Mark Raymond and Gordon Smith	Paper	Global Development
17	April 15, 2013	Topic: Technical Aspects of the Internet Governance Landscape	Laura DeNardis	Commentary	Global Security
18	April 15, 2013	Topic: Future Scenarios for Internet Governance	Philip N. Howard and Trey Causey	Paper	Global Economy
19	April 15, 2013	Topic: Chaotic Actors and the Internet Governance Landscape	Gabriella Coleman	Paper	Global Economy
20	April 16, 2013	Are Short Sellers Positive Feedback Traders? Evidence from the Global Financial Crisis (No. 15)	Pierre Siklos, Martin Bohl and Arne Klein	Paper	Global Economy
21	April 16, 2013	Between North and South: The EU-ACP Migration Relationship (No. 16)	Jonathan Crush	Paper	Global Economy
22	April 16, 2013	East Asian States, the Arctic Council and International Relations in the Arctic (No. 26)	P. Whitney Lackenbauer and James Manicom	Policy Brief	Global Security
23	May 2, 2013	Millennium Development Goals and Post-2015: Squaring the Circle (No. 17)	Barry Carin and Nicole Bates-Eamer	Commentary	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
24	May 9, 2013	Short-selling Bans and Institutional Investors' Herding Behaviour: Evidence from the Global Financial Crisis (No. 18)	Pierre Siklos	Policy Brief	Global Security
25	May 13, 2013	Change the Conversation, Change the Venue and Change Our Future	Melissa Hathaway	Paper	Global Economy
26	May 14, 2013	The New Arctic, Obama Style	John Higginbotham	Policy Brief	Global Security
27	May 23, 2013	Global Problems, African Solutions: Perspectives of African Climate Scientists on Global Climate Change (No. 7)	Lucie Edwards	Paper	Global Economy
28	May 24, 2013	Financing Climate Change	Barry Carin	Policy Brief	Global Security
29	May 24, 2013	Uganda's National Urban Policy: the Emerging Response to Poverty, food Security and Gender in Urban Uganda (No. 6)	Andrea M. Brown	Commentary	Global Development
30	May 27, 2013	Divided Diaspora: Southern Africans in Canada	Jonathan Crush	Commentary	Global Economy
31	May 28, 2013	Not Just a Rural Problem: Improving Urban Food Security in Botswana	Ntonghanwah Forcheh and Alexander Fomin Legwegoh	Commentary	Global Economy
32	May 28, 2013	Balancing Food Security and Land Rights in South Africa	Thembele Kepe	Paper	Global Security
33	May 28, 2013	Lessons for UN Electoral Certification from the 2010 Disputed Presidential Polls in Cote D'Ivoire	Lori-Anne Thérroux-Bénoni	Commentary	Global Economy
34	May 31, 2013	Canada Among Nations 2013 --Canada-Africa Relations: Looking Back, Looking Ahead	Rohinton Medhora and Yiagadeesen Samy (eds)		
35	June 3, 2013	Improving Participatory Water Governance in Accra, Ghana (No. 7)	Leila Harris and Cynthia Morinville	Paper	Global Economy
36	June 10, 2013	A Brit, an Indonesian and a Liberian Walk into a Bar	Barry Carin	Policy Brief	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
37	June 12, 2013	What Factors Influence Health Policy Entrepreneurs in West Africa? (No. 8)	A. Torbica, M. De Allegri, D. Yugbare Belemsaga, A. Medina-Lara and V. Ridde	Policy Brief	Global Security
38	June 13, 2013	Internet Governance from the Bench	Mark Raymond	Paper	Global Economy
39	June 13, 2013	Global Turmoil: The International Monetary System Today (No. 1)	Benjamin C. Cohen (No. 1)	Policy Brief	Jr. Fellows
40	June 13, 2013	Policy Responses to the Global Crisis and the Challenges Ahead	Monica de Bolle (No. 2)	Paper	Global Economy
41	June 13, 2013	A Practical Approach to International Monetary System Reform: Building Settlement Infrastructure for Local Currency Internationalization	Changyong Rhee and Lea Sumulong (No. 3)	Commentary	Global Economy
42	June 13, 2013	International Monetary Reform and Currency	Juliet Johnson (No. 4)	Paper	Global Economy
43	June 25, 2013	The Future of Reparations at the International Criminal Court: Addressing the Danger of Inflated Expectations (Jr. Fellows No. 5)	Alison Bottomley and Heather Pryse	Paper	Global Security
44	July 5, 2013	Living Unconventionally: More Than Just Monetary Policy (G20 Commentary series)	Paul Jenkins	Paper	Global Economy
45	July 8, 2013	Nunavut and the New Arctic (no. 27)	John Higginbotham	Paper	Global Economy
46	July 12, 2013	Climate Change Financing — The Emperor's New Clothes	Barry Carin	Commentary	Global Economy
47	July 12, 2013	Currency Internationalization and Reforms in the Architecture of the International Monetary System: Managing the Impossible Trinity	Rakesh Mohan, Michael Debabrata Patra and Muneesh Kapur (No. 5)	Paper	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
48	July 16, 2013	Effectively Engaging Diasporas under the New Canadian Department of Foreign Affairs, Trade and Development (Jr. Fellows No. 6)	Manuelle Chanoine, Meredith Giel and Tâmara Simão	Paper	Global Economy
49	July 16, 2013	Reluctant Monetary Leaders? The New Politics of International Currencies (BRICS and Asia No. 6)	Eric Helleiner (No. 6)	Paper	Global Economy
50	July 17, 2013	Implementing Canada's Arctic Council Priorities (Jr. Fellows No. 7)	Monique McCallum, Nabeel Sheiban and Simone Stawicki	Paper	Global Economy
51	July 17, 2013	Development in the G20: White Elephant or Cornerstone?	Barry Carin	Commentary	Global Economy
52	July 24, 2013	Political Dimensions of Russian G20 Presidency Deserve a Closer Look (G20 Commentary Series)	Gordon Smith	Paper	Global Economy
53	July 24, 2013	The Great Fragmentation: The Makings of Another Crisis or Opportunity for Progress?	Pierre Siklos	Policy Brief	Global Economy
54	July 26, 2013	IMF Quota and Governance Reform: Political Impulse Needed for Progress on Reform Process (G20 Commentary series)	Tom Bernes	Policy Brief	Jr. Fellows
55	July 30, 2013	Reimagining the Internet: The Need for a High-Level Strategic Vision for Internet Governance, 2015-2020	Mark Raymond and Gordon Smith	Policy Brief	Jr. Fellows
56	July 31, 2013	What Has the European Debt Crisis Taught Us about Crisis Management? Considerations for the G20	Susan Schadler	Paper	Global Economy
57	August 1, 2013	Big Data, Big Responsibilities: Recommendations to the Office of the Privacy Commissioner on Canadian Privacy Rights in a Digital Age (Jr. Fellows No. 8)	Samantha Bradshaw, Kyle Harris and Hyla Zeifman	Policy Brief	BSIA
58	August 12, 2013	Hedging Against an Unstable China: Measures to Enhance Regional and Global Resilience (Jr. Fellows No. 9)	Alexandre Catta, Aladdin Diakun and Clara Yoon	Policy Brief	BSIA

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
59	August 12, 2013	A Preview of the St. Petersburg Summit	Domenico Lombardi	Commentary	Global Economy
60	August 13, 2013	Internet Points of Control as Global Governance (Internet Governance paper No. 2)	Laura DeNardis	Paper	Global Security
61	August 13, 2013	The Sovereign Debt Forum: Expanding Our Tool Kit for Handling Sovereign Crises	Brett House and Richard Gitlin	Policy Brief	Global Economy
62	August 14, 2013	Sources of Tension in the Asia-Pacific: Strategic Competition, Divided Regionalism and Non-traditional Security Challenges (ASPI paper no. 1)	James Manicom	Paper	Global Security
63	August 15, 2013	Priorities for the G20: The St. Petersburg Summit and Beyond	CIGI Experts	Paper	Global Economy
64	August 19, 2013	The Responsibility to Protect: Ensuring the Norm's Relevance after Libya, Cote d'Ivoire and Syria (Jr. Fellows No. 10)	Maissaa Almustafa, Evan Cinq-Mars and Matthew Redding	Policy Brief	BSIA
65	August 21, 2013	Data Breach Reporting as a Tool for Accountability	Daphnee Iglesias	Commentary	Global Security
66	August 30, 2013	What Ever Happened to Fossil Fuel Subsidies?	David Runnalls	Commentary	CRAs
67	September 3, 2013	US Dragging Its Feet on Keystone Yet Again?	David Runnalls	Commentary	CRAs
68	September 6, 2013	A Diplomat's Handbook for Democracy Development Support	Jeremy Kinsman and Kurt Bassuener	Book	Global Security
69	September 6, 2013	Economic Policy on Hold — The 2013 G20 Summit	Susan Schadler	Commentary	Global Economy
70	September 6, 2013	Broad Discussion, But no Immediate Deliverables at G20 Summit	Domenico Lombardi	Commentary	Global Economy
71	September 6, 2013	"Events, Dear Boy, Events"	Pierre Siklos	Commentary	Global Economy
72	September 9, 2013	A Collapsing Pile of BRICS	Harold James	Commentary	Global Economy
73	September 9, 2013	Ho Hum...On to Brisbane	Thomas A. Bernes	Commentary	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
74	September 9, 2013	The G20 at Five	Debra Steger	Commentary	Global Economy
75	September 10, 2013	The St. Petersburg Summit: Obama's Futile Quest for Support on Syria Overshadowed the Summit's Economic Successes	Leonard J. Edwards	Commentary	Global Economy
76	September 11, 2013	Developing an Ecological Macroeconomics	Tim Jackson and Peter Victor	Commentary	Global Economy
77	September 12, 2013	A Diplomat's Handbook for Democracy Development Support	Jeremy Kinsman and Kurt Bassuener	Book	Global Security
78	September 18, 2013	Transnational Challenges and Future Security Cooperation: The Australia-Canada Relationship (ASPI paper no. 2)	Sarah Norgrove	Paper	Global Security
79	September 19, 2013	Closer Australia-Canada Defence Cooperation? (paper no. 3)	John Blaxland	Paper	Global Security
80	September 19, 2013	Inserting Migrants into the Global Social Protection Floor (Jr. Fellows No. 11)	Marie-Hélène Ratel, Gabriel Williams and Keegan Williams	Policy Brief	BSIA
81	September 20, 2013	St. Petersburg G20 and Progress on International Economic Governance	Barry Carin	Commentary	Global Economy
82	September 23, 2013	Anonymous in Context: The Politics and Power Behind the Mask (Internet Governance Paper No. 3)	Gabriella Coleman	Paper	Global Security
83	October 2, 2013	Progress on International Economic Governance?	Thomas A. Bernes	Commentary	Global Economy
84	October 2, 2013	Putting FSB Concerns Back on the IMF-World Bank Annual Meetings Agenda	Bessma Momani	Commentary	Global Economy
85	October 3, 2013	The IMF and the Progress of International Economic Governance	Barry Carin	Commentary	Global Economy
86	October 3, 2013	Central Bank Communications: A Demanding Script	Paul Jenkins	Commentary	Global Economy
87	October 4, 2013	The IMF and Climate Change	Barry Carin	Commentary	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
88	October 4, 2013	Why We Need (but Will Not Soon Get) IMF Reform	James M. Boughton	Commentary	Global Economy
89	October 4, 2013	Internet Governance: Inevitable Transitions (Internet Governance Paper no. 4)	James A. Lewis	Paper	Global Security
90	October 7, 2013	Don't Forget About Europe (and Italy) Just Yet	Domenico Lombardi and Samantha St. Amand	Commentary	Global Economy
91	October 7, 2013	A Preview of the IMF Annual Meetings	Domenico Lombardi	Commentary	Global Economy
92	October 8, 2013	Adaptive Internet Governance: Persuading the Swing States (Internet Governance Paper no. 5)	Dave Clemente	Paper	Global Security
93	October 9, 2013	International Cooperation and Central Banks (CIGI Essays on International Finance Volume 1)	Harold James	Paper	Global Economy
94	October 10, 2013	Unsustainable Debt and the Political Economy of Lending: Constraining the IMF's Role in Sovereign Debt Crises	Susan Schadler	Paper	Global Economy
95	October 11, 2013	Off Balance: The Travails of Institutions Governing the Global Financial System	Paul Blustein	Book	Global Economy
96	October 11, 2013	Arbiters Amiss: The Failings and Shortcomings of Institutions Governing the Global Financial System	Paul Blustein	Policy Brief	Global Economy
97	October 16, 2013	Bounding Cyber Power: Escalation and Restraint in Global Cyberspace (Internet Governance Paper No. 6)	Ronald J. Deibert	Paper	Global Security
98	October 17, 2013	Off Balance: The Travails of Institutions Governing the Global Financial System	Paul Blustein	Book	Global Economy
99	October 21, 2013	Strengthening Transitional Justice Strategy for Bosnia-Herzegovina: Regional Possibilities and Parallel Narratives (CIGI Policy Brief No. 30)	Dejan Guzina and Branka Marijan	Policy Brief	Global Security

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
100	November 4, 2013	Black Swans/White House: Why JFK Matters a Half Century After Dallas (CIGI Paper No. 20)	James G. Blight and Janet M. Lang	Paper	Global Security
101	November 4, 2013	Black Swans/White House: Why JFK Matters a Half Century After Dallas (CIGI-BSIA Policy Brief No. 5)	James G. Blight and Janet M. Lang	Policy Brief	Global Security
102	November 20, 2013	Challenges of the International Monetary System and Response Options: A South African Perspective (BRICS and Asia No. 7)	Johan van den Heever	Paper	Global Economy
103	November 1, 2013	The Process of Formulating Japan's Arctic Policy: From Its Involvement to Engagement (East Asia-Arctic Relations Paper No. 1)	Fujio Ohnishi	Paper	CRAs
104	November 25, 2013	China and the Arctic: China's Interests and Participation in the Arctic (East Asia-Arctic Relations Paper No. 2)	Kai Sun	Paper	CRAs
105	December 2, 2013	Can Development Interventions Help Post-conflict Communities Build Social Cohesion? The Case of the Liberia Millennium Villages (CIGI-AI Paper No. 9)	Elisabeth King	Paper	Africa Initiative
106	December 3, 2013	South Korea's Interests and Involvement in the Arctic (East Asia-Arctic Relations Paper No. 3)	Young Kil Park	Paper	CRAs
107	December 3, 2013	East Asia and the Arctic: Alaskan and American Perspectives (East Asia-Arctic Relations Paper No. 4)	Jerry McBeath	Paper	CRAs
108	December 6, 2013	A Markov Switching Approach to Herding	Pierre Siklos, Martin Bohl and Arne Klein	Paper	CRAs
109	December 6, 2013	Australia's G20 Presidency	Barry Carin	Commentary	Global Economy
110	January 21, 2014	Getting Treatment and Care to the Last Mile: Analyzing the Health Surveillance Assistant Cadre in Malawi (AI DP No. 10)	Alexandra Martiniuk et al.	Paper	Africa Initiative
111	January 21, 2014	Latest IMF Forecasts: No Longer Waiting for Godot?	Domenico Lombardi and Samantha St. Amand	Commentary	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
112	January 24, 2014	Canadian-Australian Opportunities for Defence Procurement and Industry Cooperation (CIGI Paper No. 22)	Craig Stone	Paper	Global Security
113	January 24, 2014	Promoting the International use of Emerging Country Currencies: The Case of Local Currency Debt Issuance for Latin America and the Caribbean (The BRICS and Asia, Currency Internationalization and International Monetary Reform paper No. 8)	Andrew Powell	Paper	Global Economy
114	January 27, 2014	A Fine Balance: The EU and the Process of Normalizing Kosovo-Serbia Relations (CIGI Paper No. 23)	Dejan Guzina and Branka Marijan	Paper	CRAs
115	January 28, 2014	Debt Dynamics Indicate that Italy Remains Vulnerable as Spain Stabilizes	Domenico Lombardi and Samantha St. Amand	Commentary	Global Economy
116	January 30, 2014	The Equator Principles: Ten Teenage Years of Implementation and a Search for Outcome (CIGI Paper No. 24)	Olaf Weber and Emmanuel Acheta	Paper	CRAs
117	January 31, 2014	Hot Air, Guilt and Arbitration (Policy Brief No. 32)	Barry Carin	Policy Brief	Global Economy
118	January 31, 2014	A Canadian Voice at Davos	Brett House	Commentary	Global Economy
119	February 4, 2014	Vertically Integrated Peace Building and Community Violence Reduction in Haiti (CIGI Paper No. 25)	Timothy Donais and Geoff Burt	Paper	Global Security
120	February 6, 2014	More Inclusive Decision-making Processes in Foreign Land Leasing: Policy Insights from Kenya (AI Policy Brief No. 8)	David Jakinda Otieno	Policy Brief	Africa Initiative
121	February 10, 2014	Reforming Finance: Macro and Micro Perspectives (Policy Brief No. 33)	Pierre Siklos	Policy Brief	CRAs
122	February 11, 2014	Reforming the International Monetary System in the 1970s and 2000s: Would an SDR Substitution Account Have Worked? (The BRICS and Asia, Currency Internationalization and International Monetary Reform Paper No. 9)	Robert N. McCauley and Catherine R. Schenk	Paper	Global Economy
123	February 19, 2014	Facing West, Facing North: Canada and Australia in East Asia	Leonard Edwards and Peter Jennings	Special Report	Global Security

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
124	February 20, 2014	An Early "Spring" in Bosnia?	Dejan Guzina and Branka Marijan	Commentary	Global Security
125	February 24, 2014	Data for Development: One Step Forward, Two Steps Back	Samantha Bradshaw	Commentary	Global Security
126	March 6, 2014	Institutional Arrangements for Climate Finance (Paper No. 26)	David Runnalls, Jessica Boyle and Dave Sawyer	Paper	Global Economy
127	March 6, 2014	Shifting IMF Policies since the Arab Uprisings (Policy Brief No. 34)	Bessma Momani and Dustyn Lanz	Policy Brief	Global Economy
128	March 12, 2014	A Blueprint for a Sovereign Debt Forum (Paper No. 27)	Richard Gitlin and Brett House	Paper	Global Economy
129	March 14, 2014	A Failure to Cooperate? Raising the Risks and Challenges of Exiting Unconventional Monetary Policies (Policy Brief No. 35)	Pierre Siklos, Domenico Lombardi and Samantha St. Amand	Policy Brief	Global Economy
130	March 17, 2014	Central Bank Independence in North Africa (Policy Brief No. 36)	Bessma Momani and Samantha St. Amand	Policy Brief	Global Economy
131	March 20, 2014	Perferred Creditor Status of the IMF: Does It Still Make Sense after the Euro Crisis? (Policy Brief No. 37)	Susan Schadler	Policy Brief	Global Economy
132	March 20, 2014	Boxing with Elephants: Can Canada Punch Above Its Weight in Global Financial Governance? (Paper No. 28)	James Boughton	Paper	Global Economy
133	March 21, 2014	Constructive Powers Initiative: Constructive Powers and Development Cooperation	Paul Heinbecker and Simon Palamar	Conference Report	Global Security
134	March 31, 2014	Conflict Between National and Local Interests: Land Acquisitions for Biofuel Production in Zimbabwe (AI DP No. 11)	Gladman Thondhlana	Paper	Africa Initiative

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
135	April 1, 2014	China's Long March Toward Economic Rebalancing (Policy Brief No. 38)	Hongying Wang	Policy Brief	Global Economy
136	April 1, 2014	Banking Union: Progress Made, but the Devil Is in the Details	Miranda Xafa	Commentary	Global Economy
137	April 7, 2014	A Preview of the 2014 IMF Spring Meetings	Domenico Lombardi	Commentary	Global Economy
138	April 7, 2014	The Big Break: The Conservative Transformation of Canada's Foreign Policy (Paper No. 29)	John Ibbitson	Paper	Global Security
139	April 15, 2014	Crying over Spilt Milk: The History of Dairy Supply Management and Its Role in Recent Trade Negotiations (Paper No. 30)	Bruce Muirhead	Paper	CRAs
140	April 28, 2014	The UN Declaration on the Rights of Indigenous Peoples: Monitoring and Realizing Indigenous Rights in Canada (CIGI Policy Brief No. 39)	Terry Mitchell and Charis Enns	Policy Brief	CRAs
141	May 1, 2014	Global Mega Trade Deals and the Impact on China	John Whalley	Commentary	Global Economy
142	May 5, 2014	Development: Advancement through International Organizations (Paper No. 31)	Rohinton Medhora and David Malone	Paper	Global Economy
143	May 5, 2014	Tipping the Scale: An Analysis of Global Swing States in the Internet Governance Debate (Internet Governance Paper No. 7)	Tim Maurer and Robert Morgus	Paper	Global Security
144	May 6, 2014	The Outlook for the Euro Zone: Adjusting with Low Inflation	Domenico Lombardi and Samantha St. Amand	Commentary	Global Economy
145	May 20, 2014	The Regime Complex for Managing Global Cyber Activities (Global Commission on Internet Governance Paper Series No. 1)	Joseph S. Nye, Jr.	Paper	Global Security
146	May 26, 2014	The Northwest Territories and Arctic Maritime Development in the Beaufort Area (CIGI Policy Brief No. 40)	John Higginbotham and Marina Grosu	Policy Brief	Global Security

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
147	May 29, 2014	Sovereign Debt Restructuring: Old Debates, New Challenges (CIGI Paper No. 32)	James A. Haley	Paper	Global Economy
148	June 3, 2014	Crisis and Reform: Canada and the International Financial System (Canada Among Nation 2014)	Rohinton Medhora and Dane Rowlands, eds.	Book	Global Economy
149	June 9, 2014	IMF Lending Practices and Sovereign Debt Restructuring (CIGI Policy Brief No. 41)	James Boughton, Skylar Brooks and Domenico Lombardi	Policy Brief	Global Economy
150	June 12, 2014	Sovereign Debt Crisis Management: Lessons from the 2012 Greek Debt Restructuring (CIGI Paper No. 33)	Miranda Xafa	Paper	Global Economy
151	June 12, 2014	The Politics of the "Unfinished Business": Bosnian Police Reform (CIGI Policy Brief No. 42)	Dejan Guzina and Branka Marijan	Policy Brief	CRAs
152	June 20, 2014	<i>East Asia-Arctic Relations: Boundary, Security and International Politics</i>	Kimie Hara and others	Book	CRAs
153	June 20, 2014	Global Cybercrime: The Interplay of Politics and Law (Internet Governance Paper No. 8)	Aaron Shull	Paper	Global Security
154	June 23, 2014	<i>Crisis and Reform: Canada and the International Financial System (Canada Among Nations 2014)</i>	Rohinton Medhora and Dane Rowlands (eds.)	eBook	Global Security
155	June 27, 2014	National Ownership and Post-Conflict Peace Building: From Principle to Practice	Timothy Donais	Policy Brief	CRAs
156	July 3, 2014	The IMF's Lending Framework and Sovereign Debt Restructuring	Miranda Xafa	Commentary	Global Economy
157	July 9, 2014	African Climate Change Negotiators Need a New Strategy (CIGI Policy Brief No. 44)	Barry Carin	Policy Brief	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
158	July 11, 2014	China and Global Mega Trade Deals	Chunding Li, Jing Wang and John Whalley	Paper	Global Economy
159	July 17, 2014	The African Union and the Post-2015 Development Agenda (CIGI Policy Brief No. 45)	Barry Carin	Policy Brief	Global Security
160	July 21, 2014	Transatlantic Economic Agreements: Parsing CETA and TTIP (CIGI Paper No. 35)	Patricia Goff	Paper	Global Economy
161	July 22, 2014	Chinese Perspectives on Sovereign Debt Restructuring	Brett House, Hongying Wang and Miranda Xafa	Commentary	Global Economy
162	July 23, 2014	Infrastructure and Sustainable Development Goals in the BRICS-Led New Development Bank (CIGI Policy Brief No. 46)	Kathryn Hochstetler	Policy Brief	CRAs
163	July 25, 2014	Power Shift and Renminbi Internationalization: Recommendations for the G20 (CIGI Jr. Fellows Policy Brief No. 12)	Raluca Diana Ardelean and Mengyun Zhang	Policy Brief	Jr. Fellows
164	July 29, 2014	<i>Organized Chaos: Reimagining the Internet</i>	Mark Raymond and Gordon Smith, eds.	Book	Global Security
165	July 29, 2014	<i>Organized Chaos: Reimagining the Internet</i>	Mark Raymond and Gordon Smith, eds.	ebook	Global Security
166	July 29, 2014	What Drove the Mid-2000s' Explosiveness in Alternative Energy Stock Prices? Evidence from US, European and Global Indices (CIGI Paper No. 36)	Martin Bohl, Philipp Kaufmann and Pierre Siklos	Paper	CRAs
167	July 29, 2014	Education in Emergencies: The Case of the Dadaab Refugee Camps (CIGI Policy Brief No. 47)	Hayley MacKinnon	Policy Brief	Global Security
168	August 7, 2014	Consult, Command, Control, Contract: Adding a Fourth "C" to NATO's Cyber Security (CIGI Jr. Fellows Policy Brief No. 13)	Justin Anstett and Rebekah Pullen	Policy Brief	Jr. Fellows

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169	August 7, 2014	Sovereign Debt Restructuring: Old Debates, New Challenges (CIGI Paper No. 32)	James A. Haley	Paper	Global Economy
170	August 7, 2014	IMF Lending Practices and Sovereign Debt Restructuring (CIGI Policy Brief No. 41)	James M. Boughton, Skylar Brooks and Domenico Lombardi	Paper	Global Economy
171	August 13, 2014	Responding to Health Challenges: The Role of Domestic Resource Mobilization (CIGI Policy Brief No. 48)	Alan Whiteside and Samantha Bradshaw	Policy Brief	Jr. Fellows
172	August 13, 2014	The Role of International Trade in the arise of the New Zealand Dairy Industry from Its Beginnings to the Fonterra Era (CIGI Paper No. 37)	Bruce Muirhead	Policy Brief	Global Economy
173	August 19, 2014	The Role of the Informal Economy in Addressing Urban Food Insecurity in Sub-Saharan Africa (CIGI Jr. Fellows Policy Brief No. 14)	Elizabeth Fraser, Malambo Moonga and Johanna Wilkes	Policy Brief	Global Economy
174	August 19, 2014	Equator Principles Reporting: Do Financial Institutions Meet their Goals? (CIGI Paper No. 38)	Olaf Weber	Commentary	Global Economy
175	August 19, 2014	African Perspectives on Sovereign Debt Restructuring	Skylar Brooks, Domenico Lombardi and Ezra Suruma	Policy Brief	Jr. Fellows
176	August 27, 2014	China's Goals in the G20: Expectation, Strategy and Agenda (CIGI Paper No. 39)	Alex He	Commentary	Global Economy
177	September 4, 2014	Crisis Management Mechanisms: Pathologies and Pitfalls (CIGI Paper No. 40)	David A. Welch	Paper	Global Security
178	September 8, 2014	Essays on International Finance: Volume 2 — International Finance: Can the System Be Saved?	James Boughton	Commentary	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
179	September 15, 2014	Organizational Culture, Learning and Structure in Central Banks: Best Practices and the Case of the Moroccan Central Bank (CIGI Paper No. 41)	Bessma Momani and Samantha St. Amand	Policy Brief	Jr. Fellows
180	September 18, 2014	Greening Economic Growth: How Can Environmental Regulation Enhance Innovation and Competitiveness?	Paul Lanoie	Book	Global Security
181	September 22, 2014	Reforming the Global Architecture of Financial Regulation: The G20, the IMF and the FSB (CIGI Paper No. 42)	Malcolm D. Knight	Paper	Global Security
182	September 24, 2014	African Perspectives on Sovereign Debt Restructuring (CIGI Paper No. 43)	Domenico Lombardi, Skylar Brooks and Ezra Suruma	Paper	Global Security
183	September 25, 2014	China's Engagement with an Evolving International Monetary System: A Payments Perspective	Thomas A. Bernes, Paul Jenkins, Perry Mehrling and Daniel Neilson	Book	Global Security
184	September 29, 2014	China and Sovereign Debt Restructuring (CIGI Paper No. 45)	Hongying Wang	Paper	ILRP
185	September 30, 2014	Time to Replace the Catatonic UNFCCC	Barry Carin	Paper	ILRP
186	September 30, 2014	The Effect of Index Future Trading on Volatility: Three Markets for Chinese Stocks (CIGI Paper No. 44)	Martin T. Bohl, Jeanne Diesteldorf and Pierre Siklos	Commentary	Global Economy
187	October 1, 2014	Ukraine: Stress at the IMF	Susan Schadler	Paper	Global Economy
188	October 1, 2014	Dual Citizenship: Reducing Governance and Protection Gaps (CIGI Jr. Fellows Policy Brief No. 15)	Busra Hacioglu, Alina Shams, Amy Wood and Ruiqian Zhang	Policy Brief	Global Security

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
189	October 8, 2014	Strengthening Canada's Copyright System: A Fairer Mechanism for Fair Use Claims (CIGI Jr. Fellows Policy Brief No. 16)	Cory Campbell and Scott Janz	Commentary	Global Economy
190	October 15, 2014	China in the G20 Summitry: Review and Decision-making Process (CIGI Paper No. 46)	Alex He	Paper	Global Security
191	October 20, 2014	Disasters and Dividends: An Asia-Pacific Strategy for Canada (CIGI Jr. Fellows Policy Brief No. 17)	Jesse MacLean, Andrew McCauley and Emily Newcombe	Paper	Global Security
192	October 23, 2014	Regulating RoboCop: The Need for International Governance Innovation in Drone and AWS Development and Use (CIGI Jr. Fellows Policy Brief No. 18)	Virgil Haden-Pawlowski and Melisa Foster	Book	Global Security & Politics
193	October 28, 2014	The State-owned Enterprises Issue in Future Chinese Trade Negotiations (CIGI Paper No. 48)	Heijing Chen and John Whalley	Commentary	Global Economy
194	October 30, 2014	The Environmental Risk Disclosure Regime: Navigating Complexity in Global Financial Markets (CIGI Paper No. 47)	Jason Thistlethwaite	Policy Brief	Global Economy
195	November 7, 2014	Changing the Channel: Cultivating Security Cooperation in Northeast Asia (CIGI Policy Brief No. 19)	Alex Brouse and Dustin McDonald	Paper	Global Economy
196	November 10, 2014	The 2014 Survey on the Progress of International Economic Governance (CIGI Policy Brief No. 50)	Barry Carin, David Kempthorne and Domenico Lombardi	Policy Brief	Global Economy
197	November 11, 2014	Let Bygones be Bygones: The Case for India's Inclusion in APEC (Policy Brief No. 51)	Kevin Carmichael	Commentary	Global Security & Politics
198	November 12, 2014	Keeping Up with the Challenges from Global Monetary Policy Spillovers	Domenico Lombardi, Pierre L. Siklos and Samantha St. Amand	Commentary	Global Economy

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199	November 17, 2014	A Call to the Conference of the New England Governors and Eastern Canada Premiers for Bilateral Energy Governance (CIGI Jr. Fellows Policy Brief No. 20)	Andrew Adams, Lyne Maheu and Kieran McDougal	Policy Brief	Global Security & Politics
200	November 17, 2014	If Fully Implemented...	Thomas A. Bernes	Paper	Global Security & Politics
201	November 17, 2014	United Nations Peace Building in Sierra Leone — Toward Vertical Integration? (CIGI Paper No. 49)	Michael Lawrence	Policy Brief	Global Economy
202	November 18, 2014	The Battle of the Banks	Bessma Momani	Conference Report	Global Economy
203	November 21, 2014	Improving Access to Food in Sub-Saharan Africa: Using the Diffusion of Agroecological Information to Mitigate Climate Change Effects (CIGI Policy Brief No. 21)	Suhani Bhushan and Stephanie C. Fauquier	eBook	Global Security & Politics
204	November 21, 2014	Finding Common Ground: Challenges and Opportunities in Internet Governance and Internet-related Policy (GCIG Briefing Book)	CIGI researchers	Paper	Global Economy
205	November 26, 2014	Legal Mechanisms for Governing the Transition of Key Internet Domain Name Functions to the Global Multi-stakeholder Community (GCIG Paper No. 3)	Aaron Shull, Paul Twomey and Christopher S. Yoo	Paper	Global Economy
206	November 28, 2014	Disclosure-based Governance for Climate Geoengineering Research (CIGI Paper No. 50)	Neil Craik and Nigel Moore	Paper	Global Security & Politics
207	December 1, 2014	<i>Governance and Innovation in Africa: South Africa after Mandela</i>	Robert I. Rotberg (ed.)	Paper	Global Economy
208	December 3, 2014	CIGI Comments on FSB Consultative Document, “Cross-border Recognition of Resolution Action” September 29, 2014	Steven L. Schwarcz	Paper	Global Economy
209	December 4, 2014	The Internationalization of Indigenous Rights: UNDRIP and the Canadian Context	Terry Mitchell et al.	Paper	Global Economy
210	December 12, 2014	Keeping Up with the Challenges from Global Monetary Policy Spillovers	Domenico Lombardi, Pierre L. Siklos and	Paper	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
			Samantha St. Amand		
211	December 12, 2014	From "Taoguang Tanghui" to "Yousuo Zuowei": China's Engagement in Financial Minilateralism (CIGI Paper No. 52)	Hongying Wang	eBook	Global Security & Politics
212	December 15, 2014	Bootstrap Immigrants: Assessing the Conservative Transformation of Canda's Immigration Policy (CIGI Policy Brief No. 52)	John Ibbitson	Paper	Global Economy
213	December 18, 2014	The Equator Principles – A Tool for a Sustainable Financial Sector?	Olaf Weber and Emmanuel Acheta	Paper	Global Economy
214	December 18, 2014	Legal Interoperability as a Tool for Combatting Fragmentation (GCIG Paper No. 4)	Rolf H. Weber	Paper	Global Security & Politics
215	December 23, 2014	Innovations in Global Governance: Toward A Distributed Internet Governance Ecosystem (GCIG Paper No. 5)	Stefaan G. Verhulst, Beth S. Noveck, Jillian Raines and Antony Declercq	Paper	Global Economy
216	January 5, 2015	<i>Managing Conflict in a World Adrift</i>	Chester A. Crocker, Fen Osler Hampson and Pamela Aall	Paper	Global Economy
217	January 8, 2015	A Disappointing New Year!	Harold James and Domenico Lombardi	Paper	Global Economy
218	January 12, 2015	Identifying and Resolving Inter-creditor and Debtor-Creditor Equity Issues in Sovereign Debt Restructuring (CIGI Policy Brief No. 53)	Skylar Brooks, Martin Guzman, Domenico Lombardi and Joseph E. Stiglitz	Paper	Global Economy
219	January 13, 2015	The Trade in Services Agreement – Plurilateral Progress or Game-changing Gamble? (CIGI Paper No. 53)	Patricia Goff	Paper	Global Economy

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220	January 13, 2015	Further Regorm of Sovereign Debt Restructuring: An Agenda for 2015 (CIGI Policy Brief No. 54)	Richard Gitlin and Brett House	Paper	Global Economy
221	January 20, 2015	A Youth Perspective on the Challenges Facing the North	Jessica Nasrallah	Commentary	ILRP
222	January 21, 2015	Central Bank Communication after the Crisis: Has Anything Changed?	Pierre Siklos	Policy Brief	Global Economy
223	January 26, 2015	The Arctic Council Leadership Merry-Go-Round: Words of Advice as the United States Assumes the Arctic Council Chairmanship (CIGI Policy Brief No. 55)	Jennifer Spence	Paper	Global Security & Politics
224	January 27, 2015	Sustainable Northern Development: The Case for an Arctic Development Bank (CIGI Paper No. 54)	David Sevigny and Alan Gill	Paper	Global Economy
225	January 28, 2015	When Central Banks Surprise: Why It Is Important and What Policy Makers Need to Do about It (CIGI Policy Brief No. 56)	Domenico Lombardi, Pierre Siklos and Samantha St. Amand	Paper	Global Security & Politics
226	January 29, 2015	Frameworks for Sovereign Debt Restructuring	Joseph E. Stiglitz, Martin Guzman, Domenico Lombardi, José Antonio Ocampo and Jan Svejnar	Paper	Global Economy
227	February 2015	<i>Managing Conflict in a World Adrift</i>	Fen Osler Hampson	Paper	Global Economy
228	February 4, 2015	Completing the G20's Program to Reform Global Financial Regulation (CIGI Paper No. 55)	Malcolm D. Knight	Paper	Global Economy
229	February 6, 2015	Sovereign Bond Contract Reform: Implementing the New ICMA <i>Pari Passu</i> and CACs (CIGI Paper No. 56)	Gregory Makoff	Paper	1D
230	February 17, 2015	The Impact of the Dark Web on Internet Governance and Cyber Security (GCIG Paper No. 6)	Michael Chertoff and Toby Simon	Paper	Global Economy

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231	February 20, 2015	The Risk of OTC Derivatives: Canadian Lessons for Europe and the G20 (CIGI Paper No. 57)	Chiara Oldani	Paper	Global Economy
232	February 26, 2015	The Influence of Renminbi Internationalization on China's Macroeconomy (CIGI Paper No. 58)	Qiyuan Xu	Book	Global Security & Politics
233	February 27, 2015	Changing Global Financial Governance: International Financial Standards and Emerging Economies since the Global Financial Crisis (New Thinking and the New G20 Paper No. 1)	Hyoung-kyu Chey	Paper	Global Security & Politics
234	February 27, 2015	The China (Shanghai) Pilot Free Trade Zone: Backgrounds, Developments and Preliminary Assessment of Initial Impacts	John Whalley	Paper	Global Economy
235	February 2015	<i>Managing Conflict in a World Adrift</i>	Fen Osler Hampson	Commentary	Cross-cutting
236	February 4, 2015	Completing the G20's Program to Reform Global Financial Regulation (CIGI Paper No. 55)	Malcolm D. Knight	Paper	Global Economy
237	February 6, 2015	Sovereign Bond Contract Reform: Implementing the New ICMA <i>Pari Passu</i> and CACs (CIGI Paper No. 56)	Gregory Makoff	Paper	Global Economy
238	February 17, 2015	The Impact of the Dark Web on Internet Governance and Cyber Security (GCIG Paper No. 6)	Michael Chertoff and Toby Simon	Paper	Global Economy
239	February 20, 2015	The Risk of OTC Derivatives: Canadian Lessons for Europe and the G20 (CIGI Paper No. 57)	Chiara Oldani	Paper	Global Security & Politics
240	February 26, 2015	The Influence of Renminbi Internationalization on China's Macroeconomy (CIGI Paper No. 58)	Qiyuan Xu	Paper	Global Economy
241	February 27, 2015	Changing Global Financial Governance: International Financial Standards and Emerging Economies since the Global Financial Crisis (New Thinking and the New G20 Paper No. 1)	Hyoung-kyu Chey	Paper	Global Security & Politics
242	February 27, 2015	The China (Shanghai) Pilot Free Trade Zone: Backgrounds, Developments and Preliminary Assessment of Initial Impacts	John Whalley	Paper	Global Economy
243	March 3, 2015	Internationalization of the Renminbi: Developments, Problems and Influences (New Thinking and the New G20 Paper No. 2)	Ming Zhang	Policy Brief	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
244	March 10, 2015	Emerging Countries and Implementation: Brazil's Experience with Basel's Regulatory Consistency Assessment Programme (New Thinking and the New G20 Paper No. 3)	Fernanda Martins Bandeira	Special Report	ILRP
245	March 10, 2015	The UN General Assembly Ad Hoc Committee and the Pursuit of Global Rule of Law for Sovereign Debt Restructuring	Oonagh Fitzgerald	Special Report	Global Security & Politics
246	March 11, 2015	Canada's Coming Property Insurance Crisis (CIGI Policy Brief No. 57)	Jason Thistlethwaite	Conference Report	ILRP
247	March 12, 2015	On the Nature of the Internet (GCIG Paper No. 7)	Leslie Daigle	Commentary	Global Economy
248	March 13, 2015	Emerging Countries and Basel III: Why Is Engagement Still Low? (New Thinking and the New G20 Paper No. 4)	Andrew Walter	Policy Brief	Global Economy
249	March 19, 2015	Understanding Digital Intelligence and the Norms That Might Govern It (GCIG Paper Paper No. 8)	David Omand	Conference Report	ILRP
250	March 20, 2015	The Global Liquidity Safety Net: Institutional Cooperation on Precautionary Facilities and Central Bank Swaps (New Thinking and the New G20 Paper No. 5)	C. Randall Henning	Policy Brief	Global Security & Politics
251	March 24, 2015	The Shadow Banking System of China and International Regulatory Cooperation (New Thinking and the New G20 Paper No. 6)	Zheng Liansheng	Paper	Global Economy
252	March 26, 2015	Financial Inclusion and Global Regulatory Standards: An Empirical Study Across Developing Economies (New Thinking and the New G20 Paper No. 7)	Mariana Magaldi de Sousa	Paper	Global Economy
253	March 27, 2015	Short-selling Bans and the Global Financial Crisis: Are they Interconnected? (CIGI Paper No. 62)	Martin T. Bohl, Badye Essid and Pierre L. Siklos	Commentary	Global Economy
254	March 30, 2015	Capital Flows and Spillovers (New Thinking and the New G20 Paper No. 8)	Sebnem Kalemli- Ozcan	Special Report	ILRP
255	March 30, 2015	Over Their Heads: The IMF and the Prelude to the Euro-zone Crisis (CIGI Paper No. 60)	Paul Blustein	Paper	Global Security & Politics

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256	April 1, 2015	<i>On Governance: What It Is, What It Measures and Its Policy Uses</i>	Robert I. Rotberg	Commentary	Global Security & Politics
257	April 2, 2015	ICANN: Bridging the Trust Gap (GCIG Paper No. 9)	Emily Taylor	Paper	Global Security & Politics
258	April 2, 2015	Capital Flows and Capital Account Management in Selected Asian Economies (New Thinking and the New G20 Paper No. 9)	Rajeswari Sengupta and Abhijit Sen Gupta	Paper	Global Economy
259	April 7, 2015	Ten Trends That Could Shake Global Policy Thinking	David Dewitt	Policy Brief	Global Security & Politics
260	April 7, 2015	Laid Low: The IMF, the Euro Zone and the First Rescue of Greece (CIGI Paper No. 61)	Paul Blustein	Policy Brief	Global Economy
261	April 8, 2015	Debt Reprofile, Debt Restructuring and the Current Situation in Ukraine (CIGI Paper No. 63)	Gregory D. Makoff	Paper	ILRP
262	April 9, 2015	International Regulatory Cooperation on the Resolution of Financial Institutions: Where Does India Stand? (New Thinking and the New G20 Paper No. 10)	Renuka Sane	Paper	Global Security & Politics
263	April 9, 2015	A Primer on Globally Harmonizing Internet Jurisdiction and Regulations (GCIG Paper No. 10)	Michael Chertoff and Paul Rosenswieg	Conference Report	1D
264	April 9, 2015	Sovereign Debt Restructuring: Issues Paper (CIGI Paper No. 64)	Domenico Lombardi and Skylar Brooks	Paper	Global Economy
265	April 10, 2015	Connected Choices: How the Internet Is Challenging Sovereign Decisions (GCIG Paper No. 11)	Melissa Hathaway	Paper	Global Economy
266	April 10, 2015	Capital Controls and Implications for Surveillance and Coordination: Brazil and Latin America (New Thinking and the New G20 Paper No. 11)	Marcio Garcia	Policy Brief	Global Economy
267	April 14, 2015	The IMF's Ukraine Burden (CIGI Policy Brief No. 58)	Susan Schadler	Paper	Global Security & Politics

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268	April 14, 2015	Response to <i>Ontario's Climate Change Discussion Paper 2015</i> of the Ministry of the Environment and Climate Change	ILRP	Paper	Global Security & Politics
269	April 15, 2015	Toward a Social Compact for Digital Privacy and Security: Statement by the Global Commission for Internet Governance	GCIG	Policy Brief	Global Security & Politics
270	April 17, 2015	CIGI ILRP's First International Environmental Law Consultation Workshop on Emerging Issues in International and Transnational Law Related to Climate Change	Oonagh Fitzgerald, Patrícia Galvão Ferreira, and Kent Howe	ebook	Global Security & Politics
271	April 20, 2015	Managing Coexistence in Global Trade Agreements	Rohinton Medhora	Policy Brief	Global Security & Politics
272	April 21, 2015	The Asian Infrastructure Investment Bank: A New Bretton Woods Moment? A Total Chinese Triumph?	Hongying Wang	Paper	Global Economy
273	April 21, 2015	Law, Governance and Climate Change: An International Law and Policy Workshop in the Context of the UNFCCC COP20: December 6, 2014, Lima Peru	Katherine Lofts	Policy Brief	Global Economy
274	April 21, 2015	An Action Mechanism for the 2015 Agreement (Fixing Climate Governance Policy Brief No. 1)	Henrik Jepsen	Paper	Global Security & Politics
275	April 22, 2015	Development of Sustainability and Green Banking Regulations — Existing Codes and Practices	Adeboye Oyegunle and Olaf Weber	Policy Brief	BSIA
276	April 27, 2015	The IMF and Other Creditors: Who's in Charge When a Country Can't Pay? (CIGI Paper No. 66)	James M. Boughton	Paper	Global Economy
277	April 29, 2015	Why Do Poor Children do so Poorly?	Elizabeth Caucutt, Lance Lochner and Youngmin Park	Commentary	ILRP
278	April 29, 2015	Report on the CIGI International Intellectual Property Law Clinic	Jim Hinton and Kent Howe	Policy Brief	Global Economy

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279	May 4, 2015	Solving the International Internet Policy Coordination Problem (GCIG Paper No. 12)	Nick Ashton-Heart	Policy Brief	Global Security & Politics
280	May 4, 2015	Strengthening the Multilateral Institutions: A G20 Priority	Paul Martin	Conference Report	ILRP
281	May 6, 2015	Net Neutrality: Reflections on the Current Debate (GCIG Paper No. 13)	Pablo Bello and Juan Jung	Commentary	ILRP
282	May 14, 2015	Domestic Sources and RMB Internationalization: A Unique Journey to a Major Global Currency (CIGI Paper No. 67)	Alex He	Policy Brief	BSIA
283	May 14, 2015	Chairing a UNFCCC Negotiating Group: Harnessing the Power of Process (Fixing Climate Governance No. 2)	Kai Monheim	Paper	1D
284	May 2015	IMF	Kevin Carmichael	Commentary	ILRP
285	May 21, 2015	Peeling NAFTA Layers: Twenty Years After (CIGI Paper No. 68)	Hugo Perezcano	Paper	Global Security & Politics
286	May 22, 2015	Addressing the Impact of Data Location Regulation in Financial Services (GCIG Paper No. 14)	James Kaplan and Kayvaun Rowshankish (McKinsey & Company)	Special Report	Global Economy
287	May 22, 2015	Workshop Report- Designing Procedural Mechanisms for the Governance of Solar Radiation Management Field Experiments	Neil Craik	Policy Brief	BSIA
288	May 25, 2015	Sequencing Renminbi Internationalization (CIGI Paper No. 69)	Barry Eichengreen	Policy Brief	BSIA
289	May 26, 2015	China's Anti-dumping Problems and Mitigation through Regional Trade Agreements (CIGI Paper No. 70)	Yanlin Sun and John Whalley	Paper	Global Security & Politics
290	May 27, 2015	Mexican Perspectives on Sovereign Debt Management and Restructuring (CIGI Policy Brief No. 61)	Skylar Brooks and Domenico Lombardi	Policy Brief	Global Security & Politics

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291	May 28, 2015	Cyber Security and Cyber Resilience in East Africa (GCI Paper No. 15)	Iginio Gagliardone and Nanjira Sambuli	Policy Brief	BSIA
292	June 1, 2015	Conflict in Africa: Diagnosis and Response	Pamela Aall	Policy Brief	ILRP
293	June 2, 2015	Six Ways to Make Climate Negotiations More Effective (Fixing Climate Governance No. 3)	Pamela Chasek, Lynn Wagner and I. William Zartman	Paper	Global Economy
294	June 2, 2015	<i>On Governance: What It Is, What It Measures and Its Policy Uses</i>	Robert I. Rotberg	Policy Brief	BSIA
295	June 4, 2015	Climate Change: Less Focus on Collective Action, More on Delayed Benefits and Concentrated Opponents (Fixing Climate Governance Policy Brief No. 4)	Edward A. Parson	Commentary	Global Economy
296	June 8, 2015	The Environmental Goods Agreement: A Piece of the Puzzle (CIGI Paper No. 72)	Patricia M. Goff	Paper	Global Economy
297	June 9, 2015	The Challenges of Counting Climate Change Risks in Financial Markets (CIGI Policy Brief No. 62)	Jason Thistlethwaite	Policy Brief	BSIA
298	June 10, 2015	Central Banks Can and Should Do Their Part in Funding Sustainability (Fixing Climate Governance Paper No. 1)	Andrew Sheng	Policy Brief	BSIA
299	June 10, 2015	Putting Air Defense Identification Zones on the Radar (CIGI Graduate Fellows Policy Brief No. 1)	Joelle Charbonneau, Katie Heelis and Jinelle Piereder	Policy Brief	Global Economy
300	June 11, 2015	European Banking Union, Three Years On (CIGI Paper No. 73)	Miranda Xafa	Policy Brief	BSIA
301	June 11, 2015	Strange Bedfellows or Old Friends? Business Courts the Global Rule of Law	David Chan Smith	Special Report	Global Economy
302	June 12, 2015	Prioritizing International Monetary and Financial Cooperation for the G20: Views from the T20 (Policy Brief No. 63)	Domenico Lombardi and Samantha St. Amand	Paper	ILRP

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303	June 17, 2015	Improving Financial Sector Governance for Financing Climate Action (Fixing Climate Governance Policy Brief No. 5)	Sáni Zou, Romain Morel, Thomas Spencer, Ian Cochran and Michel Colombier	Paper	Global Security & Politics
304	June 22, 2015	Emerging Issues in International Trade and Investment Law	Oonagh Fitzgerald	Paper	Global Security & Politics
305	July 3, 2015	Brazil's International Investment Woes	Enrique Boone Barrera	Paper	Global Security & Politics
306	July 7, 2015	Increasing Access to Medicines: Leveraging Brazil's Experience (CIGI Graduate Fellows Policy Brief No. 2)	Erika Malich and Sarah Marion	Paper	Global Economy
307	July 9, 2015	The Ideological Conflict Project: Theoretical and Methodological Foundations (CIGI Paper No. 74)	Stephen Mock and Thomas Homer-Dixon	Policy Brief	Global Economy
308	July 13, 2015	What Is <i>Canada's</i> International Copyright Policy?	Myra Tawfik	Policy Brief	Global Economy
309	July 14, 2015	Global Cyberspace Is Safer than You Think: Real Trends in Cybercrime (GCIG Paper No. 16)	Eric Jardine	Commentary	ILRP
310	July 15, 2015	Just Enough, Just in Time: Improving Sovereign Debt Restructuring for Creditors, Debtors and Citizens	Richard Gitlin and Brett House	Commentary	ILRP
311	July 15, 2015	Consent within Consultation: Incorporating New Business Practices in the Extraction Industry (CIGI Graduate Fellows Policy Brief No. 3)	Jaclynn Chiodini, Christine Duong and Luke Sauer	Commentary	Global Security & Politics
312	July 17, 2015	Preparedness Rather Than Response: A Strategy to Prevent the Next Ebola Crisis (CIGI Graduate Fellows Policy Brief No. 4)	Andrew Koltun, Brittany McNera and Nawroos Shibli	Book	Global Economy
313	July 21, 2015	The Emergence of Contention in Global Internet Governance (GCIG Paper No. 17)	Samantha Bradshaw, Laura DeNardis, Fen	Paper	Global Security & Politics

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			Osler Hampson, Eric Jardine and Mark Raymond		
314	July 22, 2015	How China Can Help Lead a Global Transition to Clean (Fixing Climate Governance Policy Brief No. 6)	Alvin Lin, Luan Dong and Yang Fuqiang	Book	Global Security & Politics
315	August 5, 2015	Enhancing Women Migrant Workers Rights and Mainstreaming Gender in Global Migration Governance (CIGI Graduate Fellows Policy Brief No. 7)	Bethlehem Daniel and Michael Gordon	Paper	Global Security & Politics
316	August 21, 2015	A Model-law Approach to Restructuring Unsustainable Sovereign Debt (CIGI Policy Brief No. 64)	Steven L. Shwarcz	Paper	Global Economy
317	August 27, 2015	The Impact of BITs and DTTs on FDI Inflow and Outflow: Evidence from China (CIGI Paper No. 75)	Heijing Chen, Chunding Li and John Whalley	Paper	ILRP
318	August 28, 2015	Toward SGD 2: Food Security and Urbanization in the Global South (CIGI Graduate Fellows Policy Brief No. 9)	David Celis Parra, Krista Dinsmore, Nicole Fassina and Charlene Keizer	Paper	Global Security & Politics
319	August 31, 2015	Two Key Words in China's Currency Policy: Control and Balance	Alex He	Special Report	Global Economy
320	September 2, 2015	Simplifying SDRM: A Voluntary Single Host Country Approach (CIGI Paper No. 76)	Gregory Makoff	Policy Brief	Global Economy
321	September 2, 2015	Populist Movements: A Driving Force behind Recent Renationalization Trends (CIGI Graduate Fellows Policy Brief No. 9)	Anna Klimbovskaia and Jonathan Diab	Policy Brief	Global Economy
322	September 15, 2015	Assessing Scientific Legitimacy: The Case of Marine Geoengineering (CIGI Graduate Fellows Policy Brief No. 10)	Lucas Dotto and Bryan Pelkey	ebook	Global Security & Politics

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323	September 16, 2015	Global Sustainability, Climate Change and Finance Policy: A South African Perspective (CIGI Policy Brief No. 65)	Penelope Hawkins and Olaf Weber	Conference Report	Global Security & Politics
324	September 17, 2015	Conflict Zones, Israel and Diaspora Perspectives in Canadian Foreign Policy (CIGI Graduate Fellows Policy Brief No. 11)	Aya Al-Shalchi, Ramina Ghassemi and Areej Rashid	Policy Brief	Global Economy
325	September 17, 2015	Corporate Debt in Emerging Economies: A Threat to Financial Stability?	Barry Eichengreen, Domenico Lombardi, Malcolm D. Knight, Yu Yongding, Viral Acharya, Stephen G. Cecchetti, Jose De Gregorio, Sebnem Kalemli-Ozcan, Philip R. Lane, and Ugo Panizza	Special Report	Global Security & Politics
326	September 25, 2015	Investor-State Arbitration between Developed Democratic Countries (ISA paper series)	Armand de Mestral	Commentary	ILRP
327	September 29, 2015	The Strengths and Weaknesses of the Brazilian Internet Bill of Rights: Examining a Human Rights Framework for the Internet (GCIG Paper No. 19)	Carolina Rossini, Francisco Brito Cruz and Danilo Doneda	Paper	ILRP
328	September 30, 2015	The Tor Darknet (GCIG Paper No. 20)	Gareth Owen and Nick Savage	Paper	ILRP
329	September 30, 2015	The Dark Web Dilemma: Tor, Anonymity and Online Policing (GCIG Paper No. 21)	Eric Jardine	Paper	ILRP

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330	October 2, 2015	The Impact of Financial Sector Sustainability Regulations on Banks (CIGI Paper No. 77)	Olaf Weber and Olawuwo Oni	Paper	Global Security & Politics
331	October 5, 2015	Global Treaty or Subnational Innovation? Canada's Path Forward on Climate Policy	Sarah Burch	Paper	Global Economy
332	October 8, 2015	Growth, Innovation and Trade in Environmental Goods	Celine Bak	Paper	Global Security & Politics
333	October 2015	Power Plant Emissions Regulations in the United States and Canada: Looking Behind the Headlines	Peter Burn	Book	Global Security & Politics
334	October 2015	The US Clean Power Plan and NAFTA	Peter Burn	Paper	ID
335	October 19, 2015	North America Defaults the Great Game in the Arctic	John Higginbotham	ebook	Global Economy
336	October 23, 2015	<i>Enter the Dragon: China in the International Financial System</i>	Hongying Wang and Domenico Lombardi (eds.)	ebook	Global Security & Politics
337	October 27, 2015	Climate Technology Partnerships: Form, Function and Impact	Arunaba Ghosh, Anupama Vijayak and Sudatta Ray	Paper	ID
338	October 29, 2015	<i>Elusive Pursuits: Lessons from Canada's Interventions Abroad</i> (Canada Among Nations 2015)	Fen Osler Hampson and Stephen Saideman (eds.)	Paper	Global Economy
339	November 2, 2015	One in Three: Internet Governance and Children's Rights (GCIIG Paper No. 22)	Sonia Livingstone, John Carr and Jasmina Byrne	Paper	Global Security & Politics
340	November 3, 2015	Voluntary Sustainability Guidelines for the Financial Sector (CIGI Paper No. 78)	Olaf Weber and Ifedayo Adeniyi	Book	Global Security & Politics
341	November 4, 2015	A Climate Change Litigation Precedent: Urgenda v. the State of the Netherlands (CIGI Paper No. 79)	Roger Cox	Paper	ID

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342	November 5, 2015	Fixing Climate Governance through Effective Technology Partnerships (Fixing Climate Governance Paper No. 3)	Arunaba Ghosh and Sudatta Ray	ebook	Global Economy
343	November 10, 2015	Next Steps for the G20	Paul Martin, Tom Bernes, Olaf Weber, Hongying Wang and Kevin Carmichael	ebook	Global Security & Politics
344	November 12, 2015	Ukraine and the IMF's Evolving Debt Crisis Narrative (CIGI Policy Brief No. 68)	Susan Schadler	Paper	ID
345	November 13, 2015	The 2015 Survey of Progress in International Economic Governance (CIGI Policy Brief No. 69)	Kelsey Shantz and Domenico Lombardi	Paper	Global Economy
346	November 16, 2015	<i>Elusive Pursuits: Lessons from Canada's Interventions Abroad</i> (Canada Among Nations 2015)	Fen Hampson and Stephen Saideman (eds.)	Paper	Global Security & Politics
347	November 19, 2015	D-10 Strategy Forum: Meeting Report	Simon Palamar and Ash Jain	Book	Global Security & Politics
348	November 24, 2015	The Case for Intellectual Property Rights: Should Patents Be Strengthened, Weakened or Abolished Altogether? (CIGI Policy Brief No. 70)	Joël Blit	Paper	ID
349	November 27, 2015	The End of the Beginning	David Runnalls	ebook	Global Economy
350	November 27, 2015	Climate Change Solidarity and Resolve: Post-Paris Strategy, Policy and Law to Translate Ambition into Action	Oonagh Fitzgerald	ebook	Global Security & Politics
351	November 27, 2015	Global Patent Pledges: A Collaborative Mechanism for Climate Change Technology (CIGI Paper No. 81)	Bassem Awad	Paper	ID
352	November 27, 2015	Climate Change and Human Rights: How? Where? When? (CIGI Paper No. 82)	Basil Ugochukwu	Paper	Global Economy
353	November 27, 2015	When CO2 Goes to Geneva: Taxing Carbon across Borders — Without Violating WTO Obligations (CIGI Paper No. 83)	Maria Panezi	Paper	Global Security & Politics

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354	November 30, 2015	Geopolitics at the World's Pivot: Exploring Central Asia's Security Challenges (CIGI Paper No. 80)	Jaqueline Lopour	Book	Global Security & Politics
355	December 4, 2015	Much Ado about Nothing? The RMB's Inclusion in the SDR	Hongying Wang	Paper	ID
356	December 8, 2015	Combatting Cyber Threats: CSIRTs and Fostering International Cooperation on Cybersecurity (GCIG Paper No. 23)	Samantha Bradshaw	ebook	Global Economy
357	December 10, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	ebook	Global Security & Politics
358	December 11, 2015	Where Does the Biggest Gorilla in the Room Sit? Milk, the United States and International Trade Negotiations	Bruce Muirhead	Paper	ID
359	December 14, 2015	<i>Enter the Dragon: China in the International Financial System</i>	Hongying Wang and Domenico Lombardi (eds.)	Policy Brief	Global Economy
360	December 16, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Policy Brief	Global Economy
361	December 18, 2015	Humanitarian Assistance and the Politics of Self-reliance: Uganda's Nakivale Refugee Settlement (CIGI Paper)	Suzan Ilcan, Marcia Oliver and Laura Connoy	Paper	Global Security & Politics
362	December 4, 2015	Much Ado about Nothing? The RMB's Inclusion in the SDR	Hongying Wang	Paper	Global Security & Politics
363	December 8, 2015	Combatting Cyber Threats: CSIRTs and Fostering International Cooperation on Cybersecurity (GCIG Paper No. 23)	Samantha Bradshaw	Special Report	Global Security & Politics
364	December 10, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Paper	Global Economy

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365	December 11, 2015	Where Does the Biggest Gorilla in the Room Sit? Milk, the United States and International Trade Negotiations	Bruce Muirhead	Paper	Global Economy
366	December 14, 2015	<i>Enter the Dragon: China in the International Financial System</i>	Hongying Wang and Domenico Lombardi (eds.)	Paper	Global Security & Politics
367	December 16, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Paper	Global Security & Politics
368	December 18, 2015	Humanitarian Assistance and the Politics of Self-reliance: Uganda's Nakivale Refugee Settlement (CIGI Paper)	Suzan Ilcan, Marcia Oliver and Laura Connoy	Paper	Global Economy
369	December 4, 2015	Much Ado about Nothing? The RMB's Inclusion in the SDR	Hongying Wang	Policy Brief	Global Economy
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371	December 10, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Policy Brief	Global Economy
372	December 11, 2015	Where Does the Biggest Gorilla in the Room Sit? Milk, the United States and International Trade Negotiations	Bruce Muirhead	Commentary	Global Economy
373	December 14, 2015	<i>Enter the Dragon: China in the International Financial System</i>	Hongying Wang and Domenico Lombardi (eds.)	Paper	Global Economy
374	December 16, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Paper	Global Security & Politics

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375	December 18, 2015	Humanitarian Assistance and the Politics of Self-reliance: Uganda's Nakivale Refugee Settlement (CIGI Paper)	Suzan Ilcan, Marcia Oliver and Laura Connoy	Paper	Global Economy
376	December 4, 2015	Much Ado about Nothing? The RMB's Inclusion in the SDR	Hongying Wang	Paper	Global Security & Politics
377	December 8, 2015	Combatting Cyber Threats: CSIRTs and Fostering International Cooperation on Cybersecurity (GCIG Paper No. 23)	Samantha Bradshaw	Paper	ILRP
378	December 10, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Paper	Global Economy
379	December 11, 2015	Where Does the Biggest Gorilla in the Room Sit? Milk, the United States and International Trade Negotiations	Bruce Muirhead	Book	Global Security & Politics
380	December 14, 2015	<i>Enter the Dragon: China in the International Financial System</i>	Hongying Wang and Domenico Lombardi (eds.)	Policy Brief	Global Economy
381	December 16, 2015	<i>Mutual Security in the Asia-Pacific: Roles for Australia, Canada and South Korea</i>	Kang Choi, James Manicom and Simon Palamar (eds.)	Paper	Global Security & Politics
382	December 18, 2015	Humanitarian Assistance and the Politics of Self-reliance: Uganda's Nakivale Refugee Settlement (CIGI Paper)	Suzan Ilcan, Marcia Oliver and Laura Connoy	ebook	Global Security & Politics
383	January 8, 2016	Assessing the Governance Practices of Sustainability Reporting (CIGI Policy Brief No. 71)	Jason Thistlethwaite and Melissa Menzies	Paper	Global Security & Politics
384	January 15, 2016	Uncovering the Implications of the Paris Agreement: Climate Change as a Catalyst for Transformative Sustainability in Cities (CIGI Policy Brief No. 72)	Sarah Burch	Paper	Global Economy

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385	January 25, 2016	Central Asia: Not in Our Backyard, Not a Hot Spot, Strategically Important (CIGI Paper No. 87)	Richard Hoagland	Paper	Global Security & Politics
386	January 26, 2016	The Privatization of Human Rights: Illusions of Consent, Automation and Neutrality (GCIG Paper No. 24)	Emily Taylor	Policy Brief	Global Economy
387	January 28, 2016	The Road to a Reinvigorated North American Partnership		Paper	Global Security & Politics
388	February 1, 2016	Canadian Trade Negotiations in an Era of Deep Integration (CIGI Paper No. 88)	Patricia Goff	Paper	ILRP
389	February 1, 2016	The Last Few Countries: Can We Complete the Global Membership of the IMF? (CIGI Paper No. 89)	James M. Boughton	Book	Global Economy
390	February 3, 2016	The Digital Trade Imbalance and Its Implications for Internet Governance (GCIG Paper No. 25)	Susan Ariel Aaronson	ebook	Global Economy
391	February 9, 2016	Is Indonesia the Next China? (CIGI Paper No. 90)	Wendy Dobson	Paper	Global Economy
392	February 12, 2016	CETA and Financial Services: What to Expect? (CIGI Paper No. 91)	Patrick Leblond	Paper	Global Security & Politics
393	February 22, 2016	Have Macroeconomic Rules of the Game Changed? Some Clues from the Phillips Curve (CIGI Policy Brief No. 74)	Samuel Howorth, Domenico Lombardi, and Pierre L. Siklos	Commentary	Global Economy
394	February 22, 2016	The Impact of Sustainability Codes of Conduct in the Financial Sector (CIGI Paper No. 92)	Olaf Weber, Emmanuel Acheta and Ifedayo Adeniyi	Policy Brief	Global Economy
395	March 2, 2016	Growth, Innovation and COP21: The Case for New New Infrastructure (CIGI Policy Brief No. 73)	Celine Bak	Commentary	ILRP
396	March 8, 2016	A Deeper Look at China's "Going Out" Policy	Hongying Wang	Paper	Global Economy
397	March 8, 2016	Assessing the Effects of the Multi Fiber Agreement after Its Removal (CIGI Paper No. 93)	John Whalley and Daqing Yao	Commentary	ILRP

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398	March 9, 2016	A Pragmatic Approach to the Right to Be Forgotten (GCIG Paper No. 26)	Kieron O'Hara, Nigel Shadbolt and Wendy Hall	Commentary	ILRP
399	March 10, 2016	Capital Flows to Emerging Market Economies: 'Feast or Famine' Forever? (CIGI Paper No. 96)	Malcolm Knight	Conference Report	ILRP
400	March 11, 2016	Education 3.0 and Internet Governance: A New Global Alliance for Children and Young People's Sustainable Digital Development (GCIG Paper No. 26)	Divina Frau-Meigs and Lee Hibbard	Paper	Global Security & Politics
401	March 11, 2016	The European Union and Investor-State Dispute Settlement (ISA Paper No. 2)	August Reinisch	Paper	Global Security & Politics
402	March 15, 2016	The Future of Canada's Oil Sands in a Decarbonizing Global Economy (CIGI Paper No. 93)	Jeff Rubin	Paper	ILRP
403	March 21, 2016	<i>Minding the Gap: African Conflict Management in a Time of Change</i>	Pamela Aall and Chet Crocker (eds.)	Commentary	ILRP
404	March 21, 2016	Developing the Blue Economy in Caribbean and Other Small States (CIGI Policy Brief No. 75)	Cyrus Rustomjee	Commentary	ILRP
405	March 21, 2016	A Threat to Stability? Islamic Extremism and Fundamentalism in Indonesia (CIGI Paper No. 95)	Jacques Bertrand and Jessica Soedirgo	Policy Brief	Global Economy
406	March 28, 2016	<i>Minding the Gap: African Conflict Management in a Time of Change</i>	Pamela Aall and Chet Crocker (eds.)	Paper	Global Security & Politics
407	March 23, 2016	Preventing the Next Global Refugee Crisis: Spotlight on Yemen's Forgotten War and Humanitarian Disaster (CIGI Paper No. 97)	Jacqueline Lopour	Policy Memo	ILRP
408	March 29, 2016	China and Global Energy Governance under the G20 Framework (CIGI Paper No. 98)	Alex He	Paper	Global Security & Politics

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409	April 1, 2016	Jurisdiction on the Internet: From Legal Arms Race to Transnational Cooperation	Bertrand de La Chapelle and Paul Fehlinger	Commentary	ILRP
410	April 4, 2016	Does the Level of Public Debt Matter?	Susan Schadler	Commentary	ILRP
411	April 8, 2016	Responding to Security Challenges in East Asia: Three Perspectives	John Ravenhill	Paper	Global Security & Politics
412	April 13, 2016	Is Investor State Arbitration Suitable between Developed Liberal Democratic Countries?	Hugo Perezcano	Paper	Global Economy
413	April 14, 2016	<i>Global Financial Governance Confronts the Rising Powers: Emerging Perspectives on the New G20</i>	C. Randall Henning and Andrew Walter (eds.)	Paper	ILRP
414	April 14, 2016	<i>Global Financial Governance Confronts the Rising Powers: Emerging Perspectives on the New G20</i>	C. Randall Henning and Andrew Walter (eds.)	Commentary	ILRP
415	April 15, 2016	The Evolution of Bonding Technology, Creditor Committees and the IMF	Jim Haley	Paper	Global Security & Politics
416	April 15, 2016	Patents and Internet Standards	Jorge Contreras	Paper	Global Security & Politics
417	April 25, 2016	Is There a Future for International Monetary Cooperation?	James Boughton	Paper	Global Economy
418	May 2, 2016	Definitional Issues in the IMF Debt Sustainability Analysis Framework: A Proposal (PB No. 77)	Martin Guzman	Policy Brief	Global Economy
419	May 2, 2016	CETA Chapter 8: The Investment Tribunal	Armand de Mestral	Conference Report	ILRP
420	May 4, 2016	China and the Trans-Pacific Partnership (TPP) Agreement (CIGI Paper No. 102)	Li Chunding and John Whalley	Policy Brief	Global Economy

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421	May 6, 2016	The New Investment Tribunal under Chapter 8 of CETA	Marc Lalonde	Special Report	Global Security & Politics
422	May 6, 2016	CETA's New System for the Resolution of Investment Disputes: What a Difference a Few Months Makes	Celine Levesque	Paper	Global Economy
423	May 9, 2016	Climate Change Loss and Damage Beyond the Limits of Adaptation: Thinking Outside the Boat	David Estrin	Paper	Global Security & Politics
424	May 10, 2016	Looking Back on the First Round of New gTLD Applications: Implications for Trademarks and Freedom of Expression (GCIG Paper No. 31)	Jacqueline Lipton	Paper	ILRP
425	May 10, 2016	Tracing the Economic Impact of Regulations on the Free Flow of Data and Data Localization (GCIG Paper No. 30)	Matthias Bauer, Martina Ferracane and Erik van der Marel	Special Report	Global Security & Politics
426	May 11, 2016	Limiting Dangerous Climate Change: The Critical Role of Citizen Suits and Domestic Courts -- Despite the Paris Agreement (CIGI Paper No. 101)	David Estrin	Commentary	ILRP
427	May 12, 2016	CETA Under New Management: Why Is Trudeau Changing the Game?	Stephen Drymer	Paper	Global Security & Politics
428	May 12, 2016	Half Court, Half Tribunal: Why the Proposed CETA Tribunal Should Be Transformed into a Permanent Court	Markus Krajewski	Paper	ILRP
429	May 16, 2016	Financing the Blue Economy in Small States (PB No. 78)	Cyrus Rustomjee	Paper	Global Security & Politics
430	May 17, 2016	Governance of International Trade and the Internet: Existing and Evolving Regulatory Systems (GCIG Paper No. 32)	Harsha Vardhana Singh, Ahmed Abdel-Latif and L. Lee Tuthill	Paper	Global Security & Politics
431	May 18, 2016	Designing WTO-compatible Border Carbon Adjustment Legislation	Maria Panezi	Paper	Global Security & Politics

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432	May 19, 2017	Market-driven Challenges to Open Internet Standards (GCIG Paper No. 33)	Patrik Faltstrom	Commentary	ILRP
433	May 20, 2016	ISDS in the Revised CETA: Positive Steps, But Is It a “Gold Standard”?	Gus Van Harten	Paper	ILRP
434	May 20, 2016	Brexit and CETA: Hello EU, à Bientôt UK?	Matthew Kronby	Policy Brief	Global Economy
435	May 20, 2016	Limitations of the Central Asian Energy Security Policy Priorities and Prospects for Improvement (CIGI Paper No. 103)	Farkhod Aminjonov	Policy Brief	Global Economy
436	May 26, 2016	China and Goba Trade Governance (CIGI Paper No. 104)	Alex He	Policy Brief	Global Economy
437	May 27, 2016	Does Canadian Law Provide Remedies Equivalent to NAFTA Chapter 11 Arbitration? (ISA Paper No. 4)	Armand de Mestral	Paper	ILRP
438	May 27, 2016	Why CETA Is Unlikely to Restore Legitimacy to ISDS	David Schneiderman	Paper	Global Security & Politics
439	May 30, 2016	A Framework for Understanding Internet Openness (GCIG Paper No. 36)	Jeremy West	Paper	Global Security & Politics
440	May 30, 2016	Internet Openness and Fragmentation: Toward Measuring the Economic Effects (GCIG Paper No. 37)	Sarah Box	Paper	Global Security & Politics
441	May 31, 2016	Closing the Gap Between Canadian Emission Targets and Performance: The Role of a National Carbon Tax (CIGI Paper No. 105)	Jeff Rubin	Commentary	ILRP
442	June 3, 2016	The Impact of Green Banking Guidelines on the Sustainability Performance of Banks: The Chinese Case	Olaf Weber	Paper	ILRP
443	June 6, 2016	Implementing the Paris Agreement: The Relevance of Human Rights to Climate Action	Basil Ugochukwu	Policy Brief	Global Economy
444	June 7, 2016	The G20’s “Development” Agenda: Fundamental, Not a Sidebar	Rohinton Medhora	Policy Brief	Global Economy
445	June 10, 2016	Innovation and Change: Forging the New Canada-Indonesia Partnership		Policy Brief	Global Economy

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446	June 10, 2016	China in the International Financial System: A Study of the NDB and AIIB	Alex He	Paper	ILRP
447	June 20, 2016	How to Connect the Other Half? Evidence and Policy Insights from Household Surveys in Latin America (no. 34)	Hernan Galperin	Book	Global Economy
448	June 20, 2016	Debates over Investor-State Arbitration with Developed States in Japan	Shotaro Hamamoto	ebook	Global Economy
449	June 21, 2016	One Internet	CIGI and Chatham House	Paper	ILRP
450	June 22, 2016	How Would a New Labor Government in Australia (Re)Negotiate Trade and Investment Agreements?	August Reinisch and Lukas Stifter	Policy Brief	Global Economy
451	June 24, 2016	When Are Two Networks Better than One? Toward a Theory of Optimal Fragmentation (GCIG Paper No. 37)	Christopher S. Yoo	Policy Brief	Global Economy
452	June 27, 2016	Investor-State Arbitration Policy and Practice in Australia (ISA Paper No. 6)	Luke Nottage	Special Report	ILRP
453	July 7, 2016	Misperceptions, Threat Inflation and Mistrust in China-Japan Relations (CIGI Paper No. 107)	Benoit Hardy-Chartrand	Policy Brief	ILRP
454	July 19, 2016	One Internet: An Evidentiary Basis for Policy Making on Internet Universality and Fragmentation (GCIG Paper No. 38)	Laura DeNardis	Paper	Global Security & Politics
455	July 19, 2016	Ethics in the Internet Environment (GCIG Paper No. 39)	Rolf Weber	Special Report	
456	July 21, 2016	Brexit from an International Legal Perspective	Markus Gehring	Special Report	Global Economy
457	July 22, 2016	An Experienced, Developed Democracy: Canada and Investor-State Arbitration (ISA Paper No. 7)	Charles-Emmanuel Cote	Policy Brief	ILRP
458	July 26, 2016	Tapping the Potential of the Silent Majority: The Role of Small Businesses and Entrepreneurs in Building Resilient, Low-carbon Communities (CIGI Policy Brief No. 81)	Sarah Burch	Paper	ILRP

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459	July 27, 2016	Domestic Politics and Sustainability Reporting (CIGI Policy Brief No. 82)	Jason Thistlethwaite and Melissa Menzies	Paper	ILRP
460	July 28, 2016	Vulnerability and Debt in Small States (CIGI Policy Brief No. 83)	Cyrus Rustomjee	Commentary	ILRP
461	July 28, 2016	Listening to Investors: Audi Alteram Partem and the Future of International Investment Law (ISA Paper No. 8)	David Schneiderman	Special Report	Global Security & Politics
462	July 7, 2016	Misperceptions, Threat Inflation and Mistrust in China-Japan Relations (CIGI Paper No. 107)	Benoit Hardy-Chartrand	Paper	Global Economy
463	July 19, 2016	One Internet: An Evidentiary Basis for Policy Making on Internet Universality and Fragmentation (GCIG Paper No. 38)	Laura DeNardis	Book	Global Security & Politics
464	July 19, 2016	Ethics in the Internet Environment (GCIG Paper No. 39)	Rolf Weber	ebook	Global Security & Politics
465	July 21, 2016	Brexit from an International Legal Perspective	Markus Gehring	Policy Brief	ILRP
466	July 22, 2016	An Experienced, Developed Democracy: Canada and Investor-State Arbitration (ISA Paper No. 7)	Charles-Emmanuel Cote	Book	Global Economy
467	July 26, 2016	Tapping the Potential of the Silent Majority: The Role of Small Businesses and Entrepreneurs in Building Resilient, Low-carbon Communities (CIGI Policy Brief No. 81)	Sarah Burch	ebook	Global Economy
468	July 27, 2016	Domestic Politics and Sustainability Reporting (CIGI Policy Brief No. 82)	Jason Thistlethwaite and Melissa Menzies	Policy Brief	Global Security & Politics
469	July 28, 2016	Vulnerability and Debt in Small States (CIGI Policy Brief No. 83)	Cyrus Rustomjee	Paper	ILRP
470	July 28, 2016	Listening to Investors: Audi Alteram Partem and the Future of International Investment Law (ISA Paper No. 8)	David Schneiderman	Paper	ILRP
471	August 25, 2016	<i>The Dragon's Footprints: China in the Global Economic Governance System under the G20 Framework</i>	Alex He	Conference Report	ILRP

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472	August 25, 2016	<i>The Dragon's Footprints: China in the Global Economic Governance System under the G20 Framework</i>	Alex He	Paper	Global Economy
473	August 30, 2016	Investor-State Dispute Settlement in US Law, Politics and Practice: The Debate Continues	David Gantz	Paper	ILRP
474	September 9, 2016	Energy in the G20 Finance Track: G20 Energy Transformation during the German Presidency (Policy Brief No. 86)	R. Andreas Kraemer	Policy Brief	Global Economy
475	September 9, 2016	For the Agenda of the German G20 Presidency: A Global Sovereign Debt Restructuring Regime (Policy Brief No. 85)	Beatrice Weder di Mauro	Paper	Global Economy
476	September 12, 2016	Addressing a Gap in Canada's Global Innovation Strategy	Myra J. Tawfik	Paper	Global Economy
477	September 12, 2016	Leveraging University-Generated Intellectual Property to Benefit Canadian Industry (Policy Brief No. 84)	Karima Bawa	Paper	ILRP
478	September 15, 2016	Preparing New Teachers to Work with Refugee Students: Proposal for a Bachelor of Humanitarian Education (Global Leadership and Refugee Cooperation Project Paper No. 1)	Andrew S. Thompson and Jacqueline Lopour	Policy Brief	Global Economy
479	September 19, 2016	New Canadian Entrepreneurs: An Underappreciated Contribution to Canadian Prosperity?	Bessma Momani	Special Report	ILRP
480	September 21, 2016	The Design and Governance of Financial Stability Regimes: A Common Resource Problem That Challenges Technical Know-how, Democratic Accountability and International Coordination	Paul Tucker	Paper	ILRP
481	September 22, 2016	The WTO and the Spaghetti Bowl of Free Trade Agreements: Four Proposals for Moving Forward (Policy Brief No. 87)	Maria Panezi	Paper	ILRP
482	September 26, 2016	The European Commission Proposal for an Investment Court System: Out with the Old, In with the New? (ISA Paper No. 10)	Celine Levesque	Policy Brief	ILRP
483	September 27, 2016	Limiting the Participation of Developed States: Impacts on Investor-State Arbitration (ISA Paper No. 11)	Ucheora Onwuamaegbu	Policy Brief	Global Economy

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484	September 28, 2016	Will ICAO Do Its Part to Meet the Climate Change Challenge?	Silvia Maciunas	Paper	ILRP
485	September 29, 2016	North of 60: Toward a Renewed Canadian Arctic Agenda	Jennifer Spence and John Higginbotham, eds.	Paper	Global Security & Politics
486	September 30, 2016	The TPP and the New Intellectual Property Regime: Implications for Canada (CIGI Paper No. 108)	Olena Ivus	Paper	Global Security & Politics
487	October 4, 2016	<i>Look Who's Watching: Surveillance, Treachery and Trust Online</i>	Fen Osler Hampson and Eric Jardine	Paper	Global Security & Politics
488	October 4, 2016	<i>Look Who's Watching: Surveillance, Treachery and Trust Online</i>	Fen Osler Hampson and Eric Jardine	Paper	ILRP
489	October 5, 2016	Intersections of the Paris Agreement and Carbon Offsetting: Legal and Functional Considerations (CIGI Policy Brief No. 88)	Markus Gehring and Freedom-Kai Phillips	Paper	ILRP
490	October 6, 2016	<i>Laid Low: Inside the Crisis That Overwhelmed Europe and the IMF</i>	Paul Blustein	Special Report	Global Economy
491	October 6, 2016	<i>Laid Low: Inside the Crisis That Overwhelmed Europe and the IMF</i>	Paul Blustein	Paper	ILRP
492	October 11, 2016	How the United States Can Do Much More on Climate and Jobs (Fixing Climate Governance Policy Brief No. 7)	John Odell	Paper	Global Economy
493	October 12, 2016	A History of Investment Arbitration and Investor-State Dispute Settlement in Germany (ISA Paper No. 12)	Marc Bungenberg	Special Report	Global Security & Politics
494	October 12, 2016	Realizing Indigenous Rights in International Environmental Law (CIGI Paper No. 109)	Risa Schwartz	Paper	Global Security & Politics
495	October 13, 2016	Regulating Blockchain and Distributed Ledger Technologies: Challenges and Opportunities for Canadian Innovation	Oonagh Fitzgerald and Sam Anissimov	Policy Brief	Global Economy

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496	October 21, 2016	An Analysis of Argentina's 2001 Default Resolution (CIGI Paper No. 110)	Martin Guzman	Paper	Global Security & Politics
497	October 24, 2016	The Paris Agreement and Climate Geoengineering Governance: The Need for a Human Rights-Based Component (CIGI Paper No. 111)	Wil Burns	Paper	Global Security & Politics
498	October 24, 2016	A Transatlantic Perspective on the Canada-EU Comprehensive Economic and Trade Agreement (CIGI Policy Brief No. 89)	Patrick Leblond	Policy Brief	Global Economy
499	October 25, 2016	The Case for Divesting from Fossil Fuels in Canada (CIGI Paper No. 112)	Jeff Rubin	Paper	Global Economy
500	October 30, 2016	Making the Most of CETA: A Complete and Effective Implementation Is Key to Realizing the Agreement's Full Potential (CIGI Paper No. 114)	Patrick Leblond	Special Report	Global Security & Politics
501	October 31, 2016	Did the Paris Agreement Fail to Incorporate Human Rights in Operative Provisions? (CIGI Paper No. 113)	Patrícia Galvão Ferreira	Policy Brief	Global Economy
502	October 31, 2016	Will Ontario's Climate Change Action Plan Transform Communities? (CIGI Policy Brief No. 90)	Sarah Burch	Paper	Global Security & Politics
503	November 1, 2016	Climate Engineering Under the Paris Agreement: A Legal and Policy Primer	Wil Burns and Neil Craik	Conference Report	Global Economy
504	November 3, 2016	The Impact of the NAFTA Experience on Canadian Policy Concerning Investor-State Arbitration (ISA Paper No. 13)	Armand de Mestral	Special Report	Global Economy
505	November 3, 2016	Investor-State Arbitration and Its Discontents: Options for the Government of Canada (ISA Paper No. 14)	Armand de Mestral	Policy Brief	Global Economy
506	November 7, 2016	Transfer of Clean Technologies from North to South: Legal Barriers and Mitigations (CIGI Policy Brief No. 91)	Bernard Colas	Policy Brief	Global Economy
507	November 15, 2016	Does the Ukraine Receive the Western Aid It Deserves? (CIGI Policy Brief No. 92)	Anders Åslund	Paper	Global Economy
508	November 14, 2016	Investor-State Arbitration in South Korean International Trade Policies: An Uncertain Future, Trapped by the Past (ISA Paper No. 15)	Younsik Kim	Policy Brief	ILRP

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
509	November 14, 2016	Internet Intermediaries as Platforms for Expression and Innovation (GCIG Paper No. 42)	Anupam Chander	Policy Brief	ILRP
510	November 14, 2016	Unlocking Affordable Access in Sub-Saharan Africa (GCIG Paper No. 43)	Steve Song	Paper	Global Security & Politics
511	November 14, 2016	Increasing Internet Connectivity While Combatting Cybercrime: Ghana as a Case Study (GCIG Paper No. 44)	Caroline Baylon and Albert Antwi-Boasiako	Policy Memo	ILRP
512	November 15, 2016	Central European Perspectives on Investor-State Arbitration: Practical Experiences and Theoretical Concerns (ISA Paper No. 16)	Csongor István Nagy	Paper	Global Security & Politics
513	November 15, 2016	Spain and Investment Arbitration: The Renewable Energy Explosion (ISA Paper No. 17)	Carmen Otero Garcia-Castrillon	Paper	Global Security & Politics
514	November 22, 2016	Improving Canada's Financial Stability Governance Regime	Samuel P. Howorth, Domenico Lombardi, Pierre L. Siklos and Samantha S. Amand	Policy Brief	Global Economy
515	November 28, 2016	Trade Agreements as Vectors for the Nagoya Protocol's Implementation (CIGI Paper No. 115)	Jean-Frédéric Morin and Mathilde Gauquelin	Special Report	Global Security & Politics
516	December 5, 2016	International Mobility of Canadian Inventors and the Canadian Knowledge Economy (CIGI Paper No. 116)	Olena Ivus	Paper	Global Economy
517	December 7, 2016	<i>Global Commission on Internet Governance Research -- Volume One: A Universal Internet in a Bordered World: Research on Fragmentation, Openness and Interoperability</i>	Various	Policy Brief	ILRP
518	December 8, 2016	When Norms Are Not Enough: Understanding the Principle and Practice of Burden and Responsibility Sharing for Refugees (Global Leadership and Cooperation for Refugees)	James Milner	Paper	Global Economy

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519	December 20, 2016	Managing Climate Change Risk in Coastal Canadian Communities through Sustainable Insurance (CIGI Policy Brief No. 93)	Jason Thistlethwaite and Andrea Minano	Paper	Global Economy
520	December 21, 2016	Corporate Accountability for a Free and Open Internet (GCIG Paper No. 45)	Rebecca MacKinnon, Nathalie Maréchal and Priya Kumar	Paper	Global Economy
521	January 9, 2017	Critical Infrastructure and the Internet of Things (GCIG No. 46)	Tobby Simon	Paper	Global Economy
522	January 12, 2017	Resolving Unsustainable Debt: A Special Case for Small States (CIGI Policy Brief No. 94)	Cyrus Rustomjee	Book	ILRP
523	January 17, 2017	Generating Growth from Innovation for the Low-carbon Economy: Exploring Safeguards in Finance and Regulation (CIGI Paper No. 117)	Celine Bak	eBook	ILRP
524	January 17, 2017	<i>Global Commission on Internet Governance Research — Research Volume Two: Who Runs the Internet? The Global Multi-stakeholder Model of Internet Governance</i>	Various	Paper	Global Economy
525	January 25, 2017	China: Canada's Strategic Imperative (CIGI Policy Brief No. 95)	Dan Ciuriak	Policy Brief	ILRP
526	January 25, 2017	The Role of Resettlement in Refugee Responsibility Sharing (series Paper No. 3)	Jessie Thomson	Paper	Global Economy
527	January 26, 2017	Strengthening European Financial System, Regulation and Architecture	Federico Arcelli, Domenico Lombardi and Samantha St. Amand	Paper	Global Security & Politics
528	January 30, 2017	The New Global Safety Net: Struggling for Coherent Governance in a Multipolar System	Beatrice Weder di Mauro and Jeromin Zettelmeyer	Book	Global Security & Politics

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
529	February 15, 2017	Sustainability Innovation in Canadian Small Businesses: What We Need to Know (CIGI Policy Brief No. 96)	Sarah Burch	ebook	Global Security & Politics
530	February 16, 2017	GDP-indexed Bonds: A Way Forward (CIGI Policy Brief No. 97)	Gregory Makoff	Special Report	
531	February 21, 2017	Economic Opportunities from a Changing Climate (CIGI Paper No. 118)	Jeff Rubin	Policy Brief	Global Economy
532	February 21, 2017	The Financial Crisis and Credit Unavailability: Cause or Effect? (CIGI Policy Brief No. 98)	Steven Schwarcz	Policy Brief	Global Economy
533	February 22, 2017	Controlling Systemic Risk through Corporate Governance (CIGI Policy Brief No. 99)	Steven Schwarz	Paper	ILRP
534	February 23, 2017	Zero-rating in Emerging Economies (GCIIG Paper No. 47)	Helani Galpaya	Policy Brief	Global Economy
535	February 24, 2017	Can Ontario Lead the World by Adopting the Sovereign Debt Restructuring Model Law?	Maziar Peihani	Paper	Global Security & Politics
536	February 24, 2017	Challenges in Eradicating Corruption in the Indonesian Presidential System (CIGI Paper No. 119)	Aleksius Jemadu	Special Report	GS&P
537	March 10, 2017	Beyond Access: Addressing Digital Inequality in Africa (GCIIG Paper No. 48)	Alison Gillwald	Policy Brief	Global Economy
538	March 13, 2017	Greece: Playing with Matches in the Ammunition Warehouse (CIGI Policy Brief No. 100)	Miranda Xafa	Policy Brief	Global Economy
539	March 16, 2017	Strategy of "Constraint": Countering Russia's Challenge to the Democratic Order	Ash Jain, Damon Wilson, Fen Hampson, Simon Palamar, Camille Grand et al.	Paper	ILRP
540	March 16, 2017	Understanding Optimal IPR in a Globalized World and Its Lessons for Canada (CIGI Paper No. 120)	Joel Blit	Policy Brief	ILRP
541	March 17, 2017	Blockchains and the G20: Building an Inclusive, Transparent and Accountable Digital Economy (CIGI Policy Brief No. 101)	Julie Maupin	Paper	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
542	March 21, 2017	Intellectual Property Proliferation: Strategic Roots and Strategic Responses (CIGI Paper No. 121)	Dan Ciuriak	Conference Report	ILRP
543	March 23, 2017	Renewable Energy Projects for Sustainable Development: Financing Options and Policy Alternatives (CIGI Paper No. 122)	Chijioke Oji and Olaf Weber	Paper	ILRP
544	March 30, 2017	Modernizing NAFTA: A New Deal for the North American Economy in the 21st Century (CIGI Paper No. 123)	Patrick Leblond and Judit Fabian	Policy Brief	Global Economy
545	April 5, 2017	Sovereign Debt Restructuring: Bargaining for Resolution (CIGI Paper No. 124)	Jim Haley	Special Report	ILRP
546	April 12, 2017	<i>Second Thoughts: Investor State Arbitration between Developed Democracies</i>	Armand de Mestral, ed.	Paper	GS&P
547	April 12, 2017	<i>Second Thoughts: Investor State Arbitration between Developed Democracies</i>	Armand de Mestral, ed.	Paper	Global Economy
548	April 12, 2017	Pathways through the Silent Crisis: Innovations to Resolve Unsustainable Caribbean Public Debt (CIGI Paper No. 125)	Cyrus Rustomjee	Policy Brief	Global Economy
549	April 13, 2017	Understanding the Promise and Peril of Sovereign Patent Funds (CIGI Policy Brief No. 102)	Oonagh Fitzgerald	Paper	Global Economy
550	April 19, 2017	Guaranteeing Sovereign Debt Restructuring (CIGI Paper No. 126)	Jim Haley	Special Report	GS&P
551	April 20, 2017	Getting Beyond Norms: When Violating the Agreement Becomes Customary Practice (CIGI Paper No. 127)	Melissa Hathaway	Paper	Global Economy
552	April 24, 2017	<i>The Fabric of Peace in Africa: Looking beyond the State</i>	Pamela Aall and Chet Crocker	Paper	Global Economy
553	April 24, 2017	<i>The Fabric of Peace in Africa: Looking beyond the State</i>	Pamela Aall and Chet Crocker	Policy Brief	Global Economy
554	April 24, 2017	Diversity Dividend: Canada's Global Advantage	Bessma Momani and Jillian Stirk	Policy Brief	ILRP
555	April 26, 2017	Flood Risk Management: What Is the Role Ahead for the Government of Canada? (CIGI Policy Brief No. 103)	Jason Thistlethwaite	Paper	Global Economy

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
			and Daniel Henstra		
556	April 27, 2017	China's BIT Progress and Implications for China-Canada FTA Talks (CIGI Policy Brief No. 104)	Yong Wang	Special Report	Global Economy
557	April 27, 2017	The Case for Removing the Fair and Equitable Treatment Standard from NAFTA (CIGI Paper No. 128)	Enrique Boone Barrera	Paper	Global Economy
558	May 3, 2017	Overcoming Barriers to Meeting the Sendai Framework on Disaster Risk Reduction (CIGI Policy Brief No. 105)	Jason Thistlethwaite and Daniel Henstra	Policy Brief	Global Economy
559	May 4, 2017	Governance of Article 6 of the Paris Agreement and Lessons Learned from the Kyoto Protocol (Fixing Climate Governance Series Paper No. 4)	Andrei Marcu	Special Report	Global Security & Politics
560	May 8, 2017	GCIG Research Volume Three: Mapping the Digital Frontiers of Trade and Intellectual Property	GCIG	Special Report	Global Security & Politics
561	May 11, 2017	Toward a Comprehensive Approach to Climate Policy, Sustainable Infrastructure and Finance (CIGI Policy Brief No. 106)	Céline Bak, Amar Bhattacharya, Ottmar Edenhofer and Brigitte Knopf	Special Report	Global Economy
562	May 17, 2017	The G20 and Building Global Governance for "Climate Refugees" (CIGI Policy Brief No. 107)	R. Andreas Kramer	Conference Report	ILRP
563	May 18, 2017	Country Visit of the UN Working Group on Business and Human Rights (CIGI Paper No. 129)	Sara Seck	Paper	Global Economy
564	May 23, 2017	How Ontario Could Lead the World in Sovereign Debt Restructuring (CIGI Policy Brief No. 108)	Mark Jewett and Maziar Peihani	Policy Brief	Global Security & Politics
565	May 24, 2017	Beyond the Grid: Examining Business Models for Delivering Community-Based REPs in Developing Countries (CIGI Paper No. 130)	Chijioke Oji and Olaf Weber	Paper	ILRP

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
566	May 24, 2017	The Model Law Approach: How Ontario Could Lead the World in Providing Certainty and Fairness in Sovereign Debt Restructuring	Maziar Peihani and Kim Jensen	Paper	Global Economy
567	May 25, 2017	CETA and the Future of Geographical Indications Protection in Canada (CIGI Paper No. 131)	Bassem Awad and Marsha Cadogan	Policy Brief	Global Economy
568	May 31, 2017	Green Shift to Sustainability: Co-Benefits and Impacts of Energy Transformation (CIGI Policy Brief No. 109)	Andreas Kramer et al.	Paper	Global Economy
569	May 31, 2017	UNDRIP Implementation: Braiding International, Domestic and Indigenous Laws	Risa Schwartz, Oonagh Fitzgerald and various authors	Paper	Global Economy
570	June 6, 2017	From Technology Transfer to Technology Absorption: Addressing Climate Technology Gaps in Africa (Fixing Climate Governance Paper Series No. 5)	Damilola S. Olawuyi	Special Report	Global Security & Politics
571	June 7, 2017	Reform Complementary and Policy Coordination in Europe: A View from Portugal (CIGI Paper No. 132)	Jorge Braga de Macedo	Paper	Global Security & Politics
572	June 14, 2017	Can Canada Step into the Breach? An Opportunity to Lead in Global Governance of Platforms for Climate-related Financial Risk Disclosure and Green Finance (CIGI Policy Brief No. 110)	Celine Bak	Policy Brief	Global Economy
573	June 15, 2017	Advancing Sustainable Energy in Ontario: The Case of Regional Renewable Energy Cooperatives (CIGI Paper No. 133)	Chijioke Oji and Olaf Weber	Policy Brief	Global Economy
574	June 23, 2017	Designing Digital Freedom: A Human Rights Agenda for Internet Governance (GCIG Research Volume Four)	GCIG	Paper	ILRP
575	June 27, 2017	Climate Change and the Canadian Financial Sector (CIGI Paper No. 134)	Olaf Weber and Olena Kholodova	Special Report	
576	June 28, 2017	Deglobalization as a Global Challenge (CIGI Paper No. 135)	Harold James	Paper	ILRP
577	June 29, 2017	Issues in Bringing Canadian Fintech to the International Stage (Policy Brief No. 111)	Jim Hinton, Domenico Lombardi and Joanna Wajda	Special Report	ILRP

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
578	July 4, 2017	Restructuring Sovereign Debt: An English Law Opportunity (Policy Brief No. 112)	Steven Schwarcz	Policy Brief	Global Economy
579	July 5, 2017	A G20 Infrastructure Investment Program to Strengthen Global Productivity and Output Growth (Paper No. 136)	Malcolm D. Knight	Paper	ILRP
580	July 12, 2017	China's Standard-Essential Patents Challenge: From Latecomer to (Almost) Equal Player?	Dieter Ernst	Paper	ILRP
581	July 19, 2017	De-risking: Effects, Drivers and Mitigation (CIGI Paper No. 137)	Jim Haley	Paper	Global Economy
582	July 26, 2017	A Sustainable Ocean Economy, Innovation and Growth: A G20 Initiative (CIGI Policy Brief No. 113)	R. Andreas Kraemer	Conference Report	Global Economy
583	July 26, 2017	Global Commission on Internet Governance — Research Volume Five: Cyber Security in a Volatile World	Various	Conference Report	ILRP
584	July 26, 2017	Global Commission on Internet Governance — Research Volume Six: The Shifting Geopolitics of Internet Access: From Broadband and Net Neutrality to Zero-rating	Various	Paper	Global Economy
585	August 2, 2017	Toward a Free Trade Agreement with China: Opportunities, Challenges and Building Blocks for Canada	Patrick Leblond	Policy Brief	Global Economy
586	August 8, 2017	International Trade and Regulatory Cooperation in Global Value Chains	Kim Jensen	Paper	ILRP
587	August 8, 2017	How Has Canadian Manufacturing Fared Under NAFTA? A Look at the Auto Assembly and Parts Industry (CIGI Paper No. 138)	Jeff Rubin	Paper	ILRP
588	August 15, 2017	Starting the Dialogue on Climate Engineering Governance: A World Commission (Fixing Climate Governance Policy Brief No. 8)	Edward A. Parson	Paper	ILRP
589	August 14, 2017	Intellectual Property in a Renegotiated North American Free Trade Agreement: A Canadian Perspective (CIGI Paper No. 139)	Ton Zuijdwijk	Paper	Global Economy
590	August 16, 2017	European Capital Markets Union (CIGI Paper No. 140)	Miranda Xafa	Paper	ILRP
591	August 23, 2017	Strengthening the Debt Sustainability Framework for Caribbean Small States (CIGI Policy Brief No. 114)	Cyrus Rustomjee	Paper	IIRP

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592	August 30, 2017	Southern Accents: The Voice of Developing Countries in International Financial Governance	James M. Boughton	Paper	ILRP
593	September 6, 2017	The New Great Leap Forward: Think Tanks with Chinese Characteristics (CIGI Paper No. 142)	Hongying Wang and Xue Ying Hu	Special Report	ILRP
594	September 7, 2017	Getting Beyond Norms: New Approaches to International Cyber Security Challenges	Fen Osler Hampson and Michael Sulmeyer, eds. AUTHORS: Melissa Hathaway, Jim Lewis, Joe Nye Jr., Eneken Tikk, Paul Twomey, Eileen Donahoe	Policy Brief	ILRP
595	September 8, 2017	Shining the Light on Climate Action: The Role of Non-party Institutions (Fixing Climate Governance Series, Paper No. 6)	Arunabha Ghosh and Sumit S. Prasad	Book (PB)	Global Security & Politics
596	September 13, 2017	Evaluating the Need for New Pipelines: A False Narrative for the Canadian Economy (Policy Brief No. 115)	Jeff Rubin	Conference Report	ILRP
597	September 20, 2017	Flood Risk and Shared Responsibility in Canada: Operating on Flawed Assumptions? (CIGI Policy Brief No. 116)	Daniel Henstra and Jason Thistlethwaite	Policy Brief	Global Economy
598	September 20, 2017	Argentina: An Opportunity to Rethink the WTO's Working Practices (CIGI Paper No. 143)	Hector Rogelio Torres	Paper	Global Economy
599	September 26, 2017	Canada's Closed Shops: Opening Canada's Legal Profession to Foreign-educated Lawyers	Lauren Heuser	Paper	ILRP
600	September 26, 2017	Brexit and International Trade: One Year after the Referendum (Brexit: The International Legal Implications, Paper No. 1)	Valerie Hughes	Special Report	Executive office project

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
601	September 26, 2017	NAFTA 2.0 and Intellectual Property Rights: Insights on Developing Canada's Knowledge Economy	Various authors	Paper	ILRP
602	September 27, 2017	Operationalizing the Blue Economy in Small States: Lessons from the Early Movers (CIGI Policy Brief No. 117)	Cyrus Rustomjee	Paper	ILRP
603	September 27, 2017	Moving Toward a Trade and Indigenous Peoples' Chapter in a Modernized NAFTA (CIGI Paper No. 144)	Risa Schwartz	Paper	ILRP
604	September 27, 2017	How Best to Protect the Right to Regulate: The WTO or ISA? (CIGI Paper No. 145)	Armand de Mestral	Paper	Global Economy
605	September 28, 2017	Puerto Rico Update: PROMESA, Population Trends, Risks to the Fiscal and Economic Plan -- and Now Maria (CIGI Paper No. 146)	Gregory Makoff and Brad W. Setser	Special Report	
606	October 3, 2017	The Pathway to a Green Finance Road Map: Disclosure, Risk and Opportunities to Scale Up	Celine Bak	Paper	ILRP
607	October 4, 2017	Understanding the Challenges of Climate Change Regulation in International Shipping	Basil Ugochukwu	Policy Brief	Global Economy
608	October 5, 2017	Venezuela after the Fall: Financing, Debt and Geopolitics (CIGI Paper No. 147)	Robert Kahn	Book	Global Security & Politics
609	October 11, 2017	Trump and the IMF (CIGI Policy Brief No. 118)	Susan Schadler	Conference Report	ILRP
610	October 11, 2017	Environmental Gems in Trade Agreements: Little-known Clauses for Progressive Trade Agreements (CIGI Paper No. 148)	Jean Frédéric Morin	Conference Report	ILRP
611	October 13, 2017	Mapping the Global Legal Landscape of Blockchain and Other Distributed Ledger Technologies (CIGI Paper No. 149)	Julie Maupin	Conference Report	ILRP
612	October 26, 2017	Renegotiating the EU-UK Trade Relationship: Lessons from NAFTA (Brexit: The International Legal Implications, Paper No. 2)	David A. Gantz	Paper	Global Economy
613	November 1, 2017	SDR: Good Faith or Self-Interest (CIGI Paper No. 150)	Jim Haley	Paper	ILRP
614	November 2, 2017	Satellites, Remote Sensing and Big Data: Legal Implications for Measuring Emissions (CIGI Paper 151)	Timiebi Aganaba-Jeanty	Paper	ILRP

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615	November 2, 2017	Equitable Allocation of Climate Adaptation Finance: Considering Income Levels Alongside Vulnerability (CIGI Paper No. 152)	Patricia Galvao Ferreira	Paper	IIRP
616	November 2, 2017	Developing a National Strategy for Climate Engineering Research in Canada (CIGI Paper No. 153)	Neil Craik	Paper	ILRP
617	November 2, 2017	The Case for a WTO Climate Waiver	James Bacchus	Special Report	ILRP
618	November 2, 2017	Disclosure of Climate-related Financial Information: Time for Canada to Act (CIGI Policy Brief No. 119)	Maziar Peihani	Policy Brief	ILRP
619	November 6, 2017	<i>Look Who's Watching: Surveillance, Treachery and Trust Online</i>	Fen Osler Hampson and Eric Jardine	Book (PB)	Global Security & Politics
620	November 6, 2017	Blockchain ClimateCup Round Table	Timiebi Aganaba-Jeanty, Sam Anissimov, Oonagh Fitzgerald	Conference Report	ILRP
621	November 8, 2017	Debt Sustainability in African HIPC: Deteriorating Prospects (CIGI Policy Brief No. 120)	Cyrus Rustomjee	Policy Brief	Global Economy
622	November 13, 2017	Information Please: A Comprehensive Approach to Digital Trade Provisions in NAFTA 2.0 (CIGI Paper No. 154)	Susan Ariel Aaronson	Paper	Global Economy
623	November 21, 2017	UK Patent Law and Copyright Law after Brexit: Potential Consequences (Brexit: The International Legal Implications, Paper No. 3)	Luke McDonagh	Paper	ILRP
624	November 21, 2017	New Thinking on Innovation	Rohinton Medhora et al.	Special Report	Executive office project
625	November 28, 2017	Brexit and Financial Services: Navigating through the Complexity of Exit Scenarios (Brexit: The International Legal Implications, Paper No. 4)	Maziar Peihani	Paper	ILRP

NO	DATE	TITLE	AUTHORS	TYPE	PROGRAM
626	November 30, 2017	Squaring the Circle: The Search for an Accommodation between the European Union and the United Kingdom (Brexit: The International Legal Implications, Paper No. 5)	Armand de Mestral	Paper	ILRP
627	December 5, 2017	Illegal Designs? Enhancing Cultural and Genetic Resource Protection through Design Law (CIGI Paper No. 155)	Margo Bagley	Paper	ILRP
628	December 6, 2017	The Knowledge-based and Data-driven Economy: Quantifying the Impacts of Trade Agreements (CIGI Paper No. 156)	Dan Ciuriak	Paper	Global Economy
629	December 7, 2017	Closed Shops: Opening Canada's Legal Profession to Internationally Educated Lawyers	Lauren Heuser	Special Report	
630	December 7, 2017	Lessons from Brexit: Reconciling International and Constitutional Aspirations (Brexit: The International Legal Implications, Paper No. 6)	Oonagh Fitzgerald	Paper	ILRP
631	December 13, 2017	Engaging Canadians in Flood Risk Management: Lessons from the International Community (CIGI Policy Brief No.)	Jason Thistlethwaite, Daniel Henstra, Andrea Minano and Sarah Wilkinson	Policy Brief	Global Economy
632	December 18, 2018	<i>Tug of War: Negotiating Security in Eurasia</i>	Fen Osler Hampson and Mikhail Troitskiy, editors	Book	Global Security & Politics
633	December 19, 2018	Thinking Through Intellectual Property Issues: Charting a Path Forward	Oonagh Fitzgerald, Bassem Awad, Marsha Cadogan and Sam Anissimov	Conference Report	ILRP
634	December 19, 2018	Thinking Through Intellectual Property Rights: Sovereign Patent Funds and Educational Supports for Business	Oonagh Fitzgerald,	Conference Report	ILRP

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			Bassem Awad and Marsha Cadogan		
635	December 19, 2018	Thinking Through Intellectual Property Issues: Improving Ontario's Innovation Performance	Oonagh Fitzgerald, Bassem Awad and Marsha Cadogan	Conference Report	ILRP
636	December 20, 2017	China Inc. in the World Trade Dock: Tales of WTO Cases That Show How the System Works — and Falls Short (CIGI Paper No. 158)	Paul Blustein	Paper	Global Economy
637	December 20, 2017	The Effect of Brexit on Trademarks, Designs and Other “Europeanized” Areas of Intellectual Property Law in the United Kingdom (Brexit: The International Legal Implications, Paper No. 7)	Marc Mimler	Paper	ILRP