



The Centre for International
Governance Innovation

ANNUAL REPORT

2011

THE CENTRE FOR INTERNATIONAL
GOVERNANCE INNOVATION
**ANNUAL
REPORT
2011**



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A WORLD OF CHALLENGES

TURBULENT events of 2010-11 reminded us of the need for new thinking on the world stage, as nations faced continuing economic uncertainty, environmental degradation and political unrest. The Centre for International Governance Innovation (CIGI) conducts policy research and analysis in

four areas: Global Economy, Environment and Energy, Global Development and Global Security. Its robust agenda of activities includes publishing, conferences, workshops and public events, guided by the belief that improvements in global governance can lead to a better world.



Economic uncertainty



Security concerns in a world beset by conflict



Development issues amid continued economic disparity



Environmental concerns, including climate change and pollution



Fiscal imbalances, including a sovereign debt crisis in the euro zone

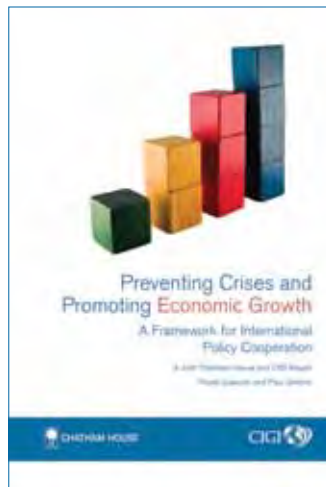
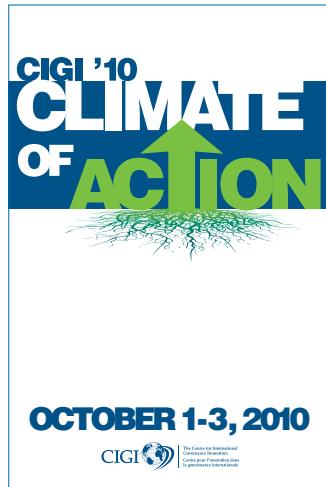
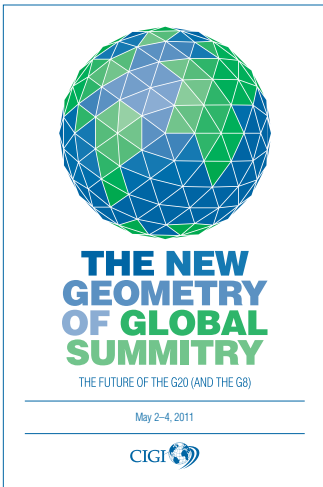


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Chair and founder Jim Balsillie reflects on CIGI's tenth anniversary, while looking forward to continued incisive research and impact in policy development.

CHAIR'S MESSAGE

CIGI'S tenth anniversary presents an opportunity to reflect on past achievements, but also to look forward and set new goals for the years to come. A decade is a short time to generate tangible innovations in international governance. And yet CIGI can lay claim to advancements in this regard. CIGI's policy analysis and recommendations for expanding the G8 to include emerging economies such as China, India and Brazil helped lead to the creation of the G20 at the leaders' level, mirroring the finance ministers' forum. CIGI research has also had impact in the global nuclear industry, offering recommendations in the areas of safety, security and nonproliferation to 2030.

The need for an organization such as CIGI appears greater today than in 2001, with worsening conditions in the global economy and the environment. It is important that CIGI adapt its research

model accordingly. In 2010-11, Executive Director Thomas Bernes led the implementation of a new strategic plan, which was approved by the board in December 2010 and charts the organization's course to 2015. Under this plan, CIGI has set ambitious goals for incisive research and impact in policy development.

Another highlight of 2010-11 was the near completion of the CIGI Campus, a world-class academic and research centre for developing policy alternatives and educating the leaders of tomorrow.

The campus is home to the Balsillie School of International Affairs. Plans to develop a new international law program at the campus, in a partnership between CIGI and an existing law school in Ontario, were underway in the past year.

I look forward to seeing the synergies created by this unique hub of scholars, practitioners and researchers jointly thinking about solutions to global

governance challenges.

The past year also saw the formation of an important new partnership for CIGI, with the Institute for New Economic Thinking (INET), a think tank founded by George Soros. These two organizations can now leverage each other's strengths and networks to mutually widen their global impact.

As CIGI enters its second decade, the challenges facing our world seem at times insurmountable. But with the organization's renewed mission and vision, we have improved prospects for advancing significant new ideas about how to increase prosperity, sustainability and security for all of humanity.

I would also like to acknowledge our many partners — the governments of Canada and Ontario, the Waterloo community, and various organizations and institutions at home and abroad — and thank them for their support of CIGI's ambitious endeavours.

– **Jim Balsillie**

Chair, Operating Board of Directors



Executive Director Thomas A. Bernes highlights CIGI's 2010-11 work on international policy cooperation and global summitry.

EXECUTIVE DIRECTOR'S MESSAGE

CIGI experienced a year of successes in 2010-11, delivering on several important projects while laying the internal foundations for even more good work ahead.

As part of the organization's new strategic plan, CIGI's research is now organized into four program areas: Global Economy, Environment and Energy, Global Development and Global Security. This structure will provide the necessary program focus to ensure CIGI's continued success as a pre-eminent global think tank.

To help develop these new research programs, CIGI strengthened its leadership team with the addition of David Dewitt, former director of York University's Centre for International and Security Studies, as vice president of programs.

CIGI issued many excellent publications in 2010-11, including a joint special report with London's Chatham House,

which made significant policy recommendations for the G20 in the area of international policy cooperation. The report was co-authored by Distinguished Fellow Paul Jenkins, a former senior deputy governor at the Bank of Canada, who joined CIGI in September 2010.

CIGI hosted two major conferences in fiscal 2011: In October 2010, Climate of Action brought together leading climate policy advisers to offer recommendations for generating an effective global framework on climate.

In May 2011, CIGI's spring conference, The New Geometry of Global Summitry, explored the future of the G8 and the G20. CIGI also hosted many policy seminars and workshops on specific issues, such as Asian development, international trade protectionism and peace building.

CIGI continued to bolster its roster of experts during the year. David Runnalls,

co-founder of the International Institute for Environment and Development, became a distinguished fellow and acting director of CIGI's Environment and Energy program.

Joining CIGI as senior visiting fellows were former *Washington Post* and *Wall Street Journal* staff writer Paul Blustein, former deputy director of the International Monetary Fund's European Department Susan Schadler and Simon Zadek, adviser on sustainability to the World Economic Forum.

These additions and expanded capabilities have helped shape CIGI's planning for important new projects that will unfold in the coming year.

I thank the Operating Board of Directors and the International Board of Governors for their guidance and support, and our partners for sharing in CIGI's commitment to bring about a better world through improved global governance.

– **Thomas A. Bernes**
Executive Director



David Dewitt, former director of York University's Centre for International and Security Studies, joined CIGI in 2011 as vice president of programs.

CIGI'S STRATEGIC PLAN

IN DECEMBER 2010, CIGI adopted and began to implement the CIGI Strategic Plan 2010-15. The plan outlines a strategic framework to guide the think tank in reaching its goals of producing world-leading research and analysis of multilateral governance improvements and promoting policy innovation through influencing policy makers, decision makers and opinion leaders.

The plan describes CIGI's vision, mission and beliefs. It organizes CIGI's research into four program themes: Global Economy, Environment and Energy, Global Development and Global Security.

It further explores the organization of

research staff, working groups and fellows, and the role of partnerships in research activities.

It proposes a system of results-based management and suggests methods for formally setting project objectives and evaluating the quality, impact and influence of CIGI research and program activities.

The plan outlines strategies for outreach in Publications, Communications (including Digital Media) and Events. It also sets strategies for developing and retaining talent at CIGI, while proposing methods for achieving long-term financial sustainability for the organization.



CIGI's senior management team included vice presidents, from top, Fred Kuntz (Public Affairs), Neve Peric (Operations) and Mohamed Hamoodi (Government Affairs).

VISION

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

MISSION

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

BELIEFS

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

FOCUS OF RESEARCH

CIGI'S research programs identify the areas in which the world will face its greatest challenges over the coming decade and beyond. CIGI's research strategy acknowledges that issues in these four themes will overlap. For example, it is



Global Economy

Addressing the need for sustainable and balanced economic growth, the Global Economy program is a central area of CIGI expertise. Its importance was heightened by the global financial crisis at the end of the last decade, which gave impetus to the formation of the G20 leaders' summits — a development for which CIGI experts had advocated. This program will explore such areas as macroeconomic coordination, global financial regulation and trade policy.



Energy and Environment

Planet Earth faces severe and growing stresses as a result of human development and consumption. The Environment and Energy program at CIGI focuses on governance issues related to climate change, geoengineering (from a governance perspective), sustainable economics, alternative energy, and agriculture and food security.

impossible to have effective global development without security, or global prosperity without sustainability. Researchers collaborate across the themes, formally, as in CIGI's G20 Working Group, or informally.



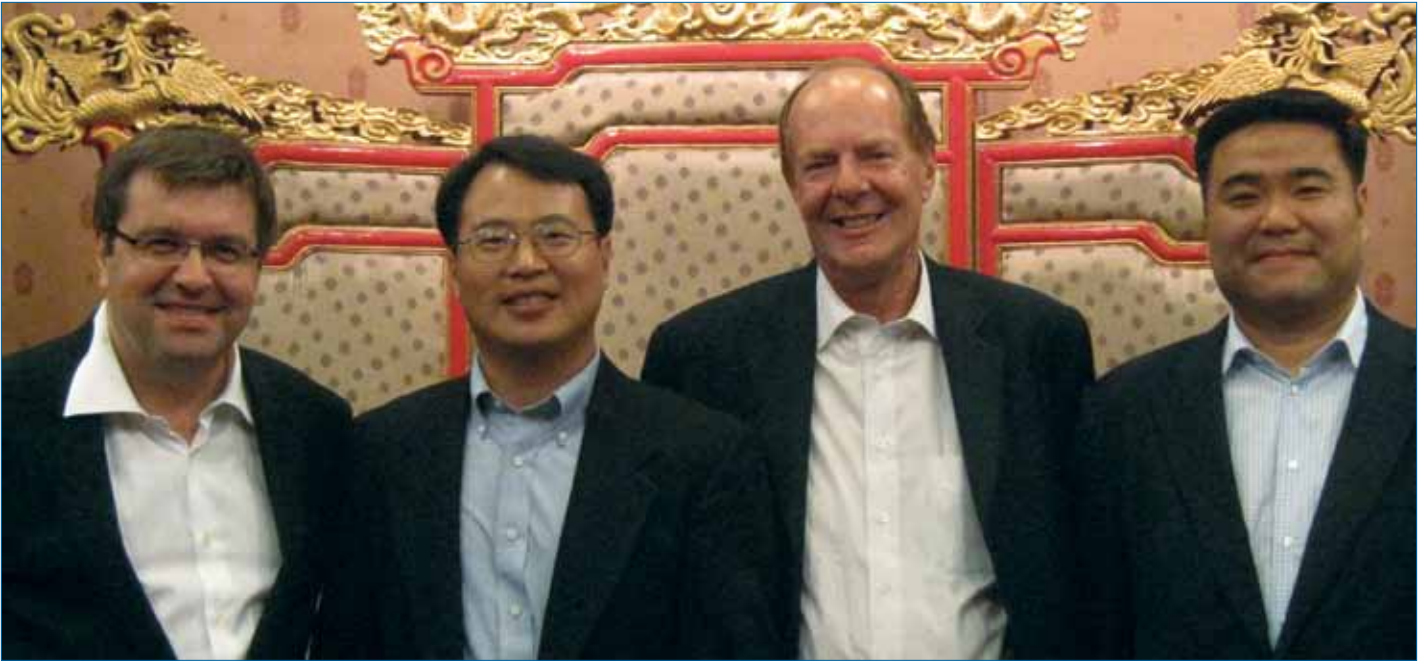
Global Development

CIGI's Global Development Program focuses on systemic coherence and shared responsibility for overcoming global and international challenges to equitable growth and sustainable development. The program includes CIGI's existing Africa Initiative, which includes research grants and student exchanges; other projects include studies of the impact of emerging economies on development, and of the development paradigm beyond the United Nations' 2015 Millennium Development Goals.



Global Security

Since humans first began to deploy weaponry in inter-tribal warfare, our greatest danger has been, collectively, from ourselves — and at no time has the risk been greater than in the modern age, with its weapons of mass destruction. CIGI's Global Security program focuses on a range of issues in peace, conflict and security, including nuclear-energy governance.



CIGI's Global Economy program continued to build networks with researchers across the world in 2010-11. Above, from left, Senior Fellow Daniel Schwanen, Peking University Professor Wang Yong, Executive Director Thomas A. Bernes and Senior Fellow Gregory Chin attend the Rebalancing the World Economy with Emerging Powers workshop in Beijing in September 2010.

GLOBAL ECONOMY

IN ADDRESSING the need for sustainable and balanced economic growth, the work of CIGI's Global Economy program in 2010-11 focused largely on process, policy coordination and building new partnerships. The institution of the G20, its role and process were central research themes for the G20 Working Group, which CIGI operates in cooperation with international partners. One such partner, Chatham House, was CIGI's co-publisher for a special report on international policy coordination produced under the Rebalancing the World Economy project.

CIGI also began a major new partnership with the Institute for New Economic Thinking in 2011, which will see the two organizations work together on campus outreach, conferences and international grants, all aimed at advancing economic thinking to avoid global crises.

CIGI's G20 Working Group

In 2010-11, CIGI continued to be at the

forefront of research and dialogue on the institution and role of the G20. CIGI, in cooperation with international partners, supported the G20 process with forward-looking analysis and dialogue on issues confronting the global economy.

In the lead-up to the fifth G20 summit, held in Seoul in November 2010, CIGI's G20 Working Group conducted an active agenda of networking and outreach to raise the profile of CIGI's research among influential Korean officials. In September 2010, members of the G20 Working Group took part in three conference and consultation events in the Republic of Korea: the Canada-Korea Forum (co-hosted by the Asia Pacific Foundation and the Seoul International Forum); the Korea Development Institute (KDI)-Brookings G20 Symposium; and off-the-record consultations with KDI, the G20 Sherpa team and various Korean opinion leaders. The Canada-Korea Forum, co-sponsored by the Korea Foundation, brought together a panel of high-level political, business and academic leaders to discuss issues pertinent to the Canada-Korea relationship.

The timing of the meeting was particularly salient given Canada and Korea's responsibilities in hosting consecutive G8 and G20 summits in Toronto and Seoul. The forum began with a special focus on this cooperation, reviewing outcomes of the Toronto G20. Overseas development assistance, energy cooperation, capacity building for human bridges and free trade were also on the agenda. CIGI's Executive Director Thomas A. Bernes and fellows Barry Carin, Paul Heinbecker and Gordon Smith made presentations on CIGI's research in these areas.

The G20 Seoul International Symposium was officially sponsored by the Presidential Committee for the G20 Summit (Korean Sherpa team) and provided a venue to share thoughts and ideas regarding the consolidation of the G20 Committee from a crisis committee to a global steering committee. Issues included strong, sustainable and balanced growth; financial reforms; global financial safety nets; a growth-oriented development agenda and institutional innovations to solidify the status of the G20 as the premier forum for international economic cooperation. Papers commissioned by KDI included individual submissions from CIGI experts Thomas

A. Bernes, Colin Bradford, Barry Carin, Andrew F. Cooper, Paul Heinbecker and Gordon Smith. The papers were published in the book *Toward the Consolidation of the G20: From Crisis Committee to Global Steering Committee*, which was circulated at the Seoul summit.

CIGI, along with KDI and the Presidential Committee for the G20 Summit, also organized an off-the-record meeting as part of its pre-summit activities in Seoul in September 2010. In addition to representatives from CIGI's G20 network, participants included several Korean opinion leaders, members of the Korean Sherpa team and several media.

CIGI also published a series of G20 commentaries in the lead-up to Seoul. In the six-part series, CIGI experts Manmohan Agarwal, Thomas A. Bernes, Barry Carin, Gregory Chin, Eric Helleiner and Daniel Schwanen made policy recommendations in key areas, such as international financial regulatory reform, global development, IMF reform and the future of the G20 process.

During the Seoul summit itself, CIGI experts and staff were available for comment and analysis, both offsite and in the international media centre. Senior Fellows Gregory Chin and Daniel Schwanen gave media briefings on currency volatility and the role of China and the United States within the wider G20 context. The Seoul summit also led to the CIGI website's highest one-week traffic to that point, with 4,595 unique visitors.



Former French ambassador to Canada and the United States François Bujon de L'Estang delivers a keynote address at the New Geometry of Global Summitry conference in Waterloo in May 2011.

In May 2011, CIGI held its annual spring conference, titled *The New Geometry of Global Summitry: The Future of the G20 (and the G8)*. Governance experts and practitioners from around the world reflected and commented on the emergence of the G20 as the world's self-styled "premier economic forum" and its implications for global summitry. The conference centred on: whether the G20 will become a "global steering group" and, if so, how will its legitimacy be assured; the challenges of global governance and the need for summitry; the future roles of the G8, the United Nations (UN) and the G20; and the future agenda of the G20. Keynote speeches by Lourdes Aranda, under-secretary of foreign affairs for Mexico and Mexican G20 Sherpa, and François Bujon de L'Estang, former French ambassador to Canada and the United States, examined Mexico and France's approaches to the G20.

The conference report, written by Peter Heap, summarizes the key topics considered by conference participants, including: the G20's position as a "global steering group" and the related issue of ensuring legitimacy; global governance challenges and the need for summitry; the future roles of the G8, the UN and the G20; and items for the G20's agenda in 2012 and beyond.

International Policy Coordination Project with Chatham House

By mid-2010, the initial consensus forged at the G20 level had begun to break down. When the global economy perched on the edge of the abyss in 2008, these countries had managed to forge an agreement to stimulate their economies. The issues of the root causes of the crisis, the extent to which global imbalances contributed to the crisis and how they should be resolved, remained contentious. Almost two years after the G20 formed, significant reforms of the international financial, monetary and trading systems had yet to materialize, despite numerous discussions and proposals.

This was the starting point for CIGI's



Distinguished Fellow Paul Jenkins, former senior deputy governor of the Bank of Canada, led the International Policy Cooperation project and co-authored its special report with Chatham House Research Director Paola Subacchi.

joint project with Chatham House on international policy coordination. The project began with the Rebalancing the World Economy with Emerging Powers workshop, which was hosted by the Department of International Political Economy at Peking University in Beijing, in September 2010. The goal of the workshop was to link the G20's "Framework for Strong, Sustainable and Balanced Growth" to the issue of policy cooperation. Participants explored tools of cooperation — from peer review to surveillance — and fed their recommendations into the G20 2011 agenda. A special issue of *International Affairs*, "Global Economic Governance in Transition" (edited by CIGI Distinguished Fellow Andrew F. Cooper and Chatham House Research Director Paola Subacchi), was launched at the workshop's opening dinner. The event was also a meeting of the Economic and Social Research Council's Rising Powers Network, coordinated by Chatham House and CIGI.

In December 2010, the international policy coordination project held a workshop titled *Search for Post-Crisis Growth Models and Policy Tools for Macro-Coordination*, at Chatham House in London. The discussions were led by prominent global experts from a variety of disciplines and institutions, and fed into the final policy report.

The special report, *Preventing Crises and Promoting Economic Growth*, was co-authored by CIGI Distinguished



The Global Economy program forged new research partnerships in 2010-11, most notably with the Institute for New Economic Thinking. INET founder George Soros, above left, and CIGI founder Jim Balsillie announced the CIGI-INET partnership at the World Economic Forum in Davos, Switzerland, in January 2011. Former British Prime Minister Gordon Brown, right, was among the keynote speakers at the CIGI-INET sponsored Bretton Woods conference in April 2011.

Fellow Paul Jenkins, a former senior deputy governor of the Bank of Canada, and Chatham House's Paola Subacchi. Released in London in April 2011, the report focused on the development of a framework for G20 cooperation.

CIGI continued to co-host the Brookings-CIGI Seminar Series, with five seminars on pressing issues related to the G20 held throughout the year in Washington. Seminar topics included: global economic adjustment policies in the wake of the Seoul G20 Summit; challenges to the multilateral development system; global leadership in transition and the Pew Global Attitudes Project.

The CIGI-INET Partnership

In January 2011, at the World Economic Forum in Davos, Switzerland, CIGI formally announced its partnership with the Institute for New Economic Thinking (INET). Founded by Soros Fund Management LLC Chair George Soros in 2009 in response to the global financial crisis, INET is a non-profit organization providing fresh insight and thinking to promote changes in economic theory and practice through conferences, grants and education initiatives. Under the agreement,

CIGI committed to providing \$25 million over five years to support joint CIGI-INET activities. The new partnership allowed CIGI to extend these activities — including grants and campus outreach — to Canadian researchers, while also raising the profile of CIGI's research to include INET's global community of top scholars and former high-ranking policy officials.

By February 2011, the CIGI-INET partnership began its first joint activity under the grant program mandate to "accelerate and advance new and important thinking on economic issues." The spring 2011 Grant Program committee issued a call for research proposals for grants ranging in value from \$25,000 to \$250,000 for researchers across the globe.

The spring 2011 grant recipients hailed from 15 different countries in North America, Europe, Asia, Australia, Latin America and the Middle East. Four Canadians were among the grant recipients.

In April 2011, CIGI co-sponsored INET's annual conference, titled Crisis and Renewal: International Political Economy at the Crossroads. The conference was held at the Mt. Washington Hotel in Bretton Woods, NH — site of the famous 1944 conference that led to the

creation of a global financial system — and featured some of the biggest names in economics, including Gordon Brown, Kenneth Rogoff, Joseph Stiglitz, Larry Summers and Paul Volcker.

Conference sessions focused on the more pressing issues facing the global economy, all aimed at alleviating a similar crisis to that of 2008 in the years and even decades ahead. CIGI had strong representation at the conference, with Executive Director Thomas A. Bernes, Distinguished Fellow Paul Jenkins, CIGI Chair of Global Systems Thomas Homer-Dixon and Senior Visiting Fellow Paul Blustein all serving as session moderators or panellists.

The Bretton Woods conference also coincided with the appointments of Susan Schadler and Simon Zadek as CIGI senior visiting fellows. Schadler, a former deputy director of the International Monetary Fund's European Department, will oversee a joint CIGI-INET conference on the sovereign debt crisis. Zadek, an adviser to the World Economic Forum, focuses on climate finance, sustainable consumption and emerging markets, and has begun research in this area with CIGI economist Badye Essid. Zadek has also been an adviser to CIGI's Environment and Energy program.



CIGI's push for a global framework on climate continued in 2010-11. At CIGI '10, Canada's Minister of the Environment Jim Prentice, above left, answers a question from media with Kitchener-Waterloo MP Peter Braid, while CIGI Chair of Global Systems Thomas Homer-Dixon, top right, speaks at a public panel. In August 2010, UN Secretary-General Ban Ki-moon launched the High-Level Panel on Global Sustainability and named CIGI Chair Jim Balsillie as a member.

ENVIRONMENT AND ENERGY

MULTILATERALISM was the focus for much of CIGI's Environment and Energy research in 2010-11. CIGI dedicated its annual fall conference to exploring the role of all aspects of society for multilateral climate negotiations to achieve some tangible measure of success. The year also saw CIGI Chair and founder Jim Balsillie named to the UN High-Level Panel on Global Sustainability to formulate a new blueprint for sustainable growth.

CIGI '10 Conference: Climate of Action

Following the 2009 UN Climate Change Conference in Copenhagen, faith in multilateral negotiations began to wane. In this context, CIGI devoted its annual fall conference in October 2010 to exploring how all levels of government and society could be mobilized to generate near-term progress. CIGI '10: Climate of Action convened 60 experts in the field of climate policy and science to study some of the global issues and challenges

regarding the threat of climate change, and the need for an ambitious global response. The conference explored how action, across all levels of government and society, could be mobilized to generate the core elements of an effective and equitable global framework on climate.

CIGI '10 involved a series of keynote addresses, expert panels and round table discussions aimed at stimulating a lively and innovative dialogue regarding key strategies and priorities for both short- and long-term action within the global governance of climate change. The conference began with a public interview of then federal environment minister, the Honourable Jim Prentice, followed by a video address from Oxford professor and former UK Chief Scientific Adviser Sir David King.

This was followed by a panel featuring CIGI Chair of Global Systems Thomas Homer-Dixon; Senator Elizabeth Thompson from Barbados; Shyam Saran, a special adviser to the Prime Minister's Office in India; and Janos Pasztor, head of the Global Sustainability Panel Secretariat at the UN.

CIGI '10 marked CIGI's "greenest" annual conference, with the planning committee opting for initiatives that reduced the event's carbon footprint in every area.

UN High-Level Panel on Global Sustainability

In August 2010, UN Secretary-General Ban Ki-moon launched the UN High-Level Panel on Global Sustainability to formulate a new blueprint for sustainable growth. The panel was tasked with exploring different approaches to effectively tackle hunger, inequality and the deterioration of the natural environment. CIGI Chair and founder Jim Balsillie was the only Canadian named to the 22-person panel, which includes former world leaders and is co-chaired by Finnish President Tarja Halonen and South African President Jacob Zuma. The panel will issue its findings in a report due in early 2012. Supporting Balsillie on the UN panel is David Runnalls, who joined CIGI as a distinguished fellow in 2010 and is the acting director of the Environment and Energy program. Runnalls is a former president of the International Institute for Sustainable Development.



From left, Canadian diplomat Robert Fowler, CIGI board member Maureen O'Neil, Mukesh Kapila of the International Federation of Red Cross and Red Crescent Societies, and Senior Fellow Barry Carin at a CIGI public panel on the UN's Millennium Development Goals, in April 2011.

GLOBAL DEVELOPMENT

THE overall goal of the Global Development program is to identify international governance innovations and adjustments that support sustainable development and poverty reduction, and facilitate the shift to more effective, efficient and equitable delivery of global public goods. CIGI's research in this area will develop options for supporting the reorganization of the global development system, to respond to significant changes in the global context. The research will aim to build new multilateral consensus between the emerging donors (state and non-state) and traditional donors on concrete benefit-sharing arrangements and innovative financing of infrastructure development and connectivity, technology sharing and food security. Consideration will also be given to rethinking global development policy and priorities beyond the Millennium Development Goals' 2015 framework.

Toward a Post-2015 Development Paradigm

In January 2011, CIGI and the International Federation of Red Cross and Red Crescent Societies (IFRC) launched the Toward a Post-2015 Development Paradigm project. The aim of the partnered

initiative is to provoke critical examinations and generate policy options on the future governance paradigms in international development. The project is co-directed by CIGI Senior Fellow Barry Carin, and Under-Secretary General for National Society and Knowledge Development at the IFRC Dr. Mukesh Kapila. The project launched a broad but high-level discussion to shape international policy approaches following the conclusion of the UN Millennium Development Goals in 2015.

In February 2011, the project convened distinguished development experts from around the world to discuss a post-2015 development paradigm at an IFRC-sponsored workshop in Geneva, Switzerland. The purpose of the meeting was to solicit ideas to reframe the debate on development, and provide some concrete propositions for post-2015 goals and targets. Discussion focused on how, working with societies with different value systems, to create a more intellectually honest and more internationally agreed framework for development — not one designed in the North and imposed on the South.

In April 2011, the project's co-directors joined distinguished Canadian diplomat Robert Fowler and Maureen O'Neil, president and CEO of the Canadian Health

Services Research Foundation and CIGI board member, for the CIGI public event Beyond 2015: Development Goals for the World. The panel explored key questions related to the project itself and the overall direction of global development.

In June 2011, the Toward a Post-2015 Development Paradigm project convened its second workshop, this time with support from the Rockefeller Foundation. The renowned foundation hosted the event at its Bellagio Center in Lake Como, Italy.

The workshop featured a panel of international development experts, and focused on developing a proposed set of goals and targets to be vetted via a global platform with widespread bottom-up feedback.

The meeting resulted in agreement on a proposed architecture of 12 new development goals, grouped into three sets: essential endowments for individuals to achieve their fuller potential; protecting and promoting collective human capital and the effective provision of global public goods. The workshop's findings were published in an August 2011 conference report.

Africa Initiative

In 2010-11, CIGI continued to support the Africa Initiative, in conjunction with project partners Makerere University in Uganda and the South African

Institute of International Affairs (SAIIA) in South Africa. Through collaborative grant programs for researchers and graduate students, and open access to an online portal, the Africa Initiative is creating opportunities, sharing knowledge and building capacity in Africa and has deepened the continent's capacity and knowledge across policy issues critical to Africa.

Since its inception, five thematic areas have driven the program's mission: conflict resolution, energy, food security, health and migration — with special attention to the crosscutting issue of climate change.

In November 2010, the Africa Initiative launched the Africa Portal, an open-access knowledge resource on key African policy issues. A hub for researchers and opinion leaders to access important resources and share their ideas with policy makers and the public, the Africa Portal helps fill the gap in accessibility to research and information through regular updates in the form of backgrounders and opinion pieces not found anywhere else. The Africa Portal's online library collection is made up of more than 3,500 policy briefs, discussion papers and reports. The Africa Portal also hosts a listing of experts, giving policy makers, researchers and members of the media access to the brightest minds and freshest opinions on Africa. Within 105 days of being launched, the Africa Portal was visited by 13,800 people in 156 countries, including 47 countries in Africa.

The Africa Initiative exchange program supports short-term academic placements for African and Canadian students undertaking research on Africa. Launched in November 2009, the exchange program aims to give highly motivated students an opportunity to discover and impart new learning in a cross-cultural experience. In December 2010, the Africa Initiative announced the first call for applications for its graduate research grant to support field-based research in Africa conducted by graduate students currently enrolled in a Canadian university. Grants of up to \$10,000 were awarded to 15 recipients in this

initial round. Grant recipients were able to further their research through the utilization of on-the-ground resources and research materials in Africa, as well as to develop international networks with fellow researchers and practitioners. Each recipient spent up to three months in an African country to undertake research funded by the program and produce a major research paper to be considered for publishing under the Africa Initiative program. In April 2011, the Africa Initiative issued a subsequent call for applicants from African universities for grants of up to \$10,000 for 15 researchers. The majority of the African students came to Waterloo to attend programs at Wilfrid Laurier University and the University of Waterloo. Each successful applicant spent up to four months at a Canadian university, conducted research funded by the program and produced a major research paper to be considered for publishing under the Africa Initiative program.

In May 2011, Africa Initiative partners CIGI, SAIIA and Makerere University gathered in South Africa for the second annual partners' workshop.

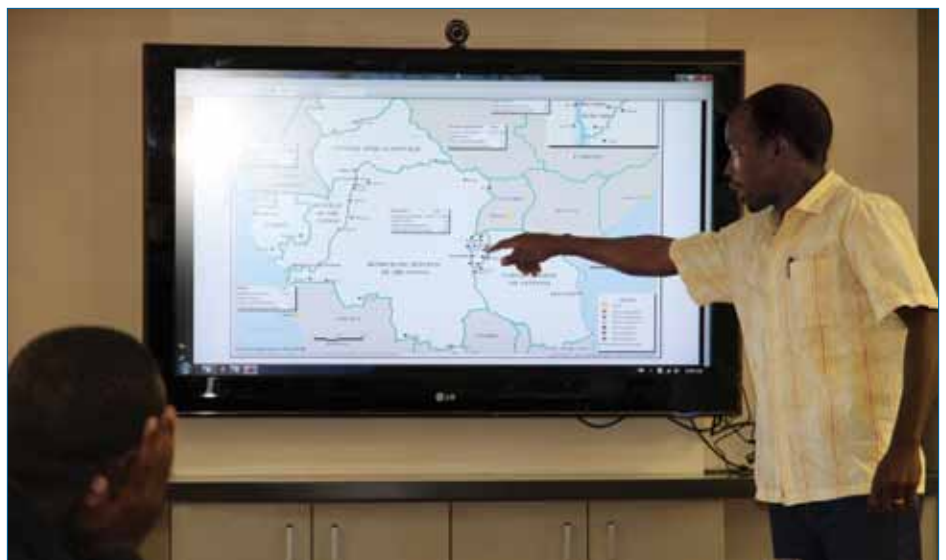
In July 2011, the Africa Initiative launched its Discussion Papers series with a paper on migration in Egypt by Tamer Afifi, associate academic officer at the United Nations University's Institute

for Environment and Human Security. Papers issued through this series are chosen by an international editorial panel consisting of experts from the African Academy of Sciences, Harvard University, Oxfam America, the Balsillie School of International Affairs and the University of Nairobi, among others.

China Working Group

In August 2010, CIGI assembled the China Working Group to coordinate research activities within the four program themes that relate to issues involving China. Working groups support communications and collaboration among related projects to maximize engagement and use of resources, and offer expertise and peer review for projects.

Ongoing activities at CIGI related to China include the Young China Scholars network, the Ontario Research Fund, the China Project at the University of Western Ontario and China-related activities in the Global Economy program, including CIGI's G20 work. Chairing the China Working Group is Gregory Chin, senior fellow at CIGI and acting director of the Global Development program. The working group is also examining and proposing China-related areas of research to be explored by program areas in the coming months.



Africa Initiative exchange student Tom Ogwang presents his research, on internally displaced persons in Northern Uganda, during a public student seminar at CIGI in April 2011.



Senior Fellow Mark Sedra, above, led CIGI's Afghanistan and Security Sector Governance projects in 2010-11. Through the projects, the Global Security program conducted research on post-conflict states such as Haiti, above right, and broken states such as Afghanistan.

GLOBAL SECURITY

SECURITY sector reform (SSR) and global nuclear safety were the main areas of interest for CIGI's Global Security program in 2010-11. Researchers in the SSR and Afghanistan projects furthered their work on SSR paradigms, tracking developments and trends in ongoing SSR processes as well as looking for improved models that could be adapted for conflict situations throughout the world. Also in 2010-11, CIGI, in conjunction with the Canadian Centre for Treaty Compliance (CCTC), launched the Strengthening and Reform of the International Atomic Energy Agency (IAEA) project.

Security Sector Reform

In 2010-11, CIGI researchers continued their work in security sector reform, attempting to further deconstruct the SSR model, analyze its practical application

in different contexts and offer advice on how to increase its effectiveness. CIGI's work in this area is conducted within the Security Sector Governance and Afghanistan projects. Building on past work with innovative mediums for the communication and dissemination of research, including blogs, an "econference" and an interactive video-based national town hall, researchers continued to leverage technology in this program area. Development continued on the Security Sector Reform Resource Centre, a dedicated interactive website that serves as a hub for SSR practitioners, policy makers and experts across the world, and as a platform to promote CIGI's security sector governance research.

In November 2010, CIGI launched its first ebook, *The Future of Security Sector Reform*. Edited by Senior Fellow Mark Sedra, the forward-looking collection of papers features contributions from some of

the world's leading scholars and practitioners in SSR, and stemmed from CIGI's econference of the same name in May 2009. Released at a time when the United States, Canada and their coalition partners were re-evaluating their roles and exit strategies in Afghanistan and other broken states, the book provides a crucial understanding of the complexities of reforming and transforming security and justice architecture. In March 2011, Sedra presented the book at a private reception in London, England, organized by Coffey International Development and attended by members of the British government, military, and private sector.

The Security Sector Reform Monitor was an area of active research for CIGI's SSR team. The quarterly publication tracked developments in the SSR processes of five post-conflict countries — Afghanistan, Burundi, Haiti, Timor-Leste and Southern Sudan — through peer-reviewed, field-based analysis. The project, partially funded by the Swiss-based International Security Sector Advisory Team, issued seven reports throughout



The Fukushima, Japan, nuclear disaster in March 2011, top left, underscored the need for improved global nuclear governance and safety. In December 2010, Senior Fellow Trevor Findlay, right, launched the first independent review of the International Atomic Energy Agency, headquartered in Geneva, bottom left.

the year and published its final round in early 2011.

In March 2011, the SSR project began the *Security Sector Reform Issue Papers* series in which prominent practitioners in the field, policy makers, academics and informed observers combine analysis of current problems and challenges, and examine thematic and geographic topics relating to the most pressing SSR issues. The first two papers in the series focused on SSR issues in Haiti one year after that country's devastating earthquake in 2010, and on the disbanding of the Joint Integrated Units following Southern Sudan's vote for secession in January 2011.

Afghanistan

CIGI's Afghanistan project operates on a parallel stream to the Security Sector Governance project, whereby SSR within Afghanistan is a prominent but not exclusive research theme. The project's main output is the Afghanistan Papers, a series of papers authored by prominent

academics, policy makers, practitioners and informed observers that seek to challenge existing ideas, contribute to ongoing debates and influence international policy on issues related to Afghanistan's transition. In September 2010, the Afghanistan project published the seventh paper in the series, Bruce Reidel's *Obama's War: Prospects for the Conflict in Afghanistan and Pakistan*. Reidel is a former CIA officer and senior adviser to three US presidents on Middle East and South Asian issues.

Strengthening and Reform of the International Atomic Energy Agency

In December 2010, CIGI, in partnership with the CCTC at Carleton University, launched the Strengthening and Reform of the International Atomic Energy Agency (IAEA) project. Senior Fellow Trevor Findlay is leading the two-year project, which seeks to capitalize on the success of the CIGI-CCTC Nuclear

Energy Futures (NEF) project by advancing ideas about the future of the IAEA contained in the NEF's final report in 2010. The IAEA is the paramount instrument of global governance in the nuclear realm in all three areas of governance concern: nuclear safety, nuclear security and nuclear non-proliferation. Yet, since the agency was established in 1956, there has never been an independent, outside review of its performance.

Findlay and his research team aim to fill this gap by conducting a "root-and-branch" study of the IAEA to examine its origins, past performance and current strengths and weaknesses, as well as from the perspective of the entirety of its mandate.

Following the Fukushima nuclear disaster in March 2011, which underscored the need for improved global nuclear governance and safety, Findlay adjusted the project's scope and timeline. The revised schedule will see the project publish a policy brief in early 2012, followed by a peer-reviewed report of its complete findings.



Construction of the 114,000-square-foot academic research complex on the CIGI Campus neared completion in fiscal 2010-11. The Campus is home to the Balsillie School of International Affairs. Possible future tenants include a proposed international law program, expected to be announced in early 2012.

CIGI CAMPUS

THE CIGI Campus is a hub of Canadian-based study and research in international affairs. The campus is home to academic and research programs that are partnerships between CIGI and other institutions. It includes the Balsillie School of International Affairs (BSIA), established in 2007 and offering a Ph.D. and two master's programs. The school is a partnership among the University of Waterloo, Wilfrid Laurier University and CIGI. Throughout the year, CIGI continued to work with existing Ontario law schools in the hopes that the campus will soon be home to a proposed master's program in international law.

This \$69-million facility received federal and provincial funding totalling \$50 million through the Knowledge Infrastructure Program and Ontario's 2009 budget. The land for the CIGI Campus was donated by the City of Waterloo through a 99-year lease.

Campus construction entered the

home stretch in fiscal 2010-11. In August 2010, the walls for the CIGI Auditorium were erected, as was the base of the campus's four-storey bell tower. The BubbleDeck technology employed in the campus floors, which enables a 30 percent reduction in structural concrete, was also completed in August 2010. Additional "green" architecture features for the campus include: green roofs; operable windows; energy-efficient in-slab cooling and heating systems; and an underground cistern to collect grey water for landscape irrigation. Taken together, these features help the CIGI Campus achieve a 50 percent energy reduction beyond the National Building Code.

The new building is equipped with the 250-seat CIGI Auditorium and a full suite of interactive technologies, for state-of-the-art experiences in the classrooms. Campus inhabitants will be able to enjoy video conferencing, web streaming, multi-screen projections, electronic

archival of lectures, hearing assistance and translation booths.

By October 2010, most of the exterior structure was in place and the construction crane was removed from the site the following month. In June 2011, artist Richard Fleischner began the installation of his multifaceted art piece for the campus courtyard. Four main elements comprise Fleischner's artwork: a low, circular terrazzo bench bisected by a pathway; a diagonal knee-wall made of electroplated aluminum with a small rectangular terrazzo element at one end; a tall column of galvanized steel; and 16 copper discs on the ground.

The copper discs commemorate 19 significant milestones in international governance, each marked with the name of the event, the date and the latitude and longitude of the event's location. The arrangement of the discs is based on an unseen world map, centred on Waterloo, Ontario. The 19 milestones were selected through an internal competition among CIGI staff and fellows.

As of July 31, 2011, campus construction was 85 percent complete.



Senior Fellow Bessma Momani, left, appeared in the first live-to-air use of CIGI's broadcast studio — a May 2011 interview with Bloomberg London. CIGI Chair of Global Security David Welch, top right, hosted CIGI's *Inside the Issues* podcast series. CIGI also increased its webcasts of public events in 2010-11, bottom right.

PUBLIC AFFAIRS

BUILDING the audience for CIGI's research was the main theme for CIGI's Public Affairs team in 2010-11. In May 2011, Fred Kuntz, former senior director of communications, became vice president of public affairs and assumed responsibility for Communications, Digital Media, Events, Library Services and Publications. Max Brem, former senior director for publications, became a consulting adviser to CIGI Publications. Carol Bonnett became managing editor of Publications.

Communications

Through the year, CIGI and its experts accumulated more than 3,100 mentions in broadcast, print and online media, and more than 65 unique op-eds, some of which were syndicated in multiple publications internationally. In September 2010, the Communications

team acquired the Vocus public relations software suite, which enables CIGI to connect directly to 400,000 journalists, and publish news releases online in high-profile search engines such as Google. In February 2011, the Library Services team initiated and populated a digital asset management (DAM) system, which tags and archives all of CIGI's digital media into a searchable database.

Digital Media

In 2010-11, the CIGI website experienced its highest-ever weekly traffic numbers, with 4,595 unique visits during the Seoul G20 Summit in November 2010. Over the course of the year, more than 170,000 visitors came to CIGI's site from all 208 recognized countries in the world. CIGI videos were viewed 27,498 times during the year, up from 7,534 in the previous year. In May 2011, CIGI launched

a redesigned version of its main website, CIGIonline.org. The site places a greater emphasis on CIGI's Programs and Publications, and more in-depth profiles of CIGI's experts. Within the first quarter of launching the site, the Programs and Publications sections of CIGI's website experienced traffic increases of 120 percent and 78 percent, respectively, over the same period in the previous year.

In June 2011, CIGI officially launched its broadcast studio to international media. Prior to the official launch, the studio hosted three live television interviews — with Bloomberg Asia, Bloomberg London and CBC Ottawa — and was deployed steadily for CIGI's in-house video production, including the first season of the *Inside the Issues* podcast series.

CIGI's social media presence continued to grow in 2010-11. Facebook and Twitter became the top two referring sites, accounting for 13 percent of all traffic directed to CIGI's site. CIGI also accumulated more than 2,400 followers on Facebook and Twitter combined, including other global governance experts, think tanks and foreign affairs media.



CIGI's WikiLeaks: Security, Diplomacy and Global Gossip panel discussion in January 2010 featured, from left, Mark J. McArdle, Andrew Hunt, Paul Heinbecker and moderator Geoffrey Stevens. Other public lectures addressed challenges to media freedom, globalization and open-source democracy.

EVENTS

IN 2010-11, CIGI hosted more than 50 events at both in-house and international venues, including conferences, workshops and public lectures. To widen the reach and further engage audience members, CIGI integrated the webcasting feature of its public events into its own website and streamlined the live chat feature for better usability. The following are highlights from CIGI's 2010-11 event calendar (all events hosted at CIGI unless otherwise noted), including events which either CIGI organized or sponsored, or in which it participated (including, for example, as expert commentators).

Conferences

Rebalancing the World Economy, September 24-25, 2010, Beijing, China

G20 Network: Korea 2010, September 26-29, 2010, Seoul, South Korea

CIGI '10: Climate of Action, October 1-3, 2010

G20 Summit, November 11-12, 2010, Seoul, South Korea

G20 Network: France 2011, November 29-December 1, 2010, Paris, France

Rebalancing the World Economy, December 3, 2010, London, England

Smart Grids in the North American Context: A Policy Leadership Conference, January 24-25, 2011

Crisis, Response, and Recovery: Latin American Studies Association, October 6, 2010, Toronto, Canada

Global Governance: Political Authority in Transition, March 16-19, 2011, Montreal, Canada

Crisis and Renewal: International Political Economy at the Crossroads (CIGI - INET Conference), April 8-11, 2011, Bretton Woods, United States

The New Geometry of Global Summitry: The Future of the G20 (and the G8), CIGI Spring Conference, May 2-4, 2011

Canadian Political Science Association Annual Meeting, May 16-18

CEA 2011: Canadian Economics Association annual conference, June 2-5, 2011, Ottawa, Canada

Multiple Multilateralisms: Academic Council on the United Nations System (ACUNS) annual meeting, June 4, 2011

Three Voices: How Are Key 21st - Century Powers Arranging Themselves: For Competition, Coexistence or Cooperation? June 6-8, 2011, Washington, DC, United States

Workshops

At the Margins of SSR: Gender, Traditional Justice and Security Sector Reform, September 23, 2010, Ottawa, Canada

Assessing the EU's Security Policies in a Complex Global Order: The EU – GRASP Project, March 15, 2011, Ottawa, Canada

The Future of the IAEA: Exploring the Issues, October 21, 2010

Brookings – CIGI Seminar on Global Economic Adjustment Policies in the Wake of the Seoul G20 Summit, Kemal Dervis, December 17, 2010, Washington, DC, United States

Toward a Post – 2015 Development Paradigm (I), February 14-15, 2011, Geneva, Switzerland

The Future of SSR: The Findings of CIGI's First eBook, Mark Sedra et al. March 3, 2011, Ottawa, Canada

Taking Stock of the Canada – EU Comprehensive Economic and Trade Agreement, April 12, 2011, Ottawa, Canada

Brookings – CIGI Seminar: A Framework for G20 Cooperation, April 15, 2011, Washington, DC, United States

Canada Among Nations: Canada and Mexico: Building Bridges to a Better Future, May 4-5, 2011

Africa Portal Workshop, May 12-13, Johannesburg, South Africa

Toward a Post – 2015 Development Paradigm (II), June 20–24, Bellagio, Italy

Public Lectures

Torturing Democracy: The Declassified US Response to 9/11, and Its Resonance for Canada in Afghanistan, Tom Blanton, Janet M. Lang, James G. Blight and Andrew Thompson, September 9, 2010

The Road to a Global Climate Deal, Hon. Jim Prentice and Diana Swain, October 1, 2010

This Close to Nuclear War: Robert McNamara's Cuban Missile Crisis,

Fredrik Logevall, James G. Blight, Janet M. Lang, David Welch, October 13, 2010

Piracy and Terrorism at Sea, Helmut Türk and Jay Badahur, October 18, 2010

Islamic Terrorism Movements in South Asia, Saeed Naqvi, October 19, 2010

Recover in a Smaller World: Oil and the End of Globalization, Jeff Rubin, October 28, 2010

Canada's Voice: The Public Life of John Wendell Holmes, Adam Chapnick, November 3, 2010

True North Strong and Free: What is Canada's Role in the Arctic? Brigadier – General Collin J.C., Serge Bertrand, Captain (Navy), and P. Whitney Lackenbauer, November 9, 2010

WikiLeaks: Security, Diplomacy and Global Gossip, Paul Heinbecker, Andrew Hunt, Mark J. McArdle and Geoffrey Stevens, January 12, 2011

2011: Shifting Sands in the Middle East, Yoram Peri, February 28, 2011

Better Tools for Policy Makers: Worthy Ways to Work Through Wicked Problems, Louise Shaxson, March 4, 2011

The Dark Side of Globalization, John Ralston Saul, Jorge Heine and William Coleman, March 9, 2011

Pakistan: A Hard Challenge for International Governance, Anatol Lieven, April 8, 2011

Asian Development Outlook for 2011 and Its Implications for South – South Linkages, Changyong Rhee, April 11, 2011, Ottawa, Canada

Beyond 2015: Development Goals for the World, Barry Carin, Robert Fowler, Mukesh Kapila and Maureen O'Neil April 27, 2011

Politics in Peace Building: Testing a New Approach to Egypt, Ben Rowswell, May 18, 2011

Predictive Failures in the Global Economic Crisis, Paul Jenkins, Ruben Lamdany and Louis W. Pauly, June 2, 2011

Muzzled Media: The Global Challenge (CIC – CIGI Media Panel), Lynn Hadrall, Sonia Verma, Anna Maria Tremonti, Michelle Shephard, Allan Thompson, June 21, 2011

Consultations

French Ministry of Foreign Affairs, April 5, 2011, Élysée Palace, Paris, France

G20 Ambassadors, April 5, 2011, London, England

British Foreign and Commonwealth Office, April 6, 2011, London, England

British government and military officials, April 7-8, 2011, London, UK

Department of Foreign Affairs, April 7, 2011, Ottawa, Canada

Deputy Managing Director, International Monetary Fund, April 14, 2011, Washington, DC, United States

Congressional Research Service, April 14, 2011, Washington, DC, United States

Book Launches

Getting Back in the Game: A Foreign Policy Playbook for Canada, Paul Heinbecker, October 14, 2010

Community Events

Cinema Series: The Judge and the General: PBS documentary on Pinochet's Chile, September 23, 2010

Radio and Television News Directors Association Reception, May 6, 2011

Community University Expo 2011: Bringing Global Perspectives to Local Action, May 10–14, 2011



John Ralston Saul speaks at CIGI in March 2011, during the Dark Side of Globalization public panel.



PUBLICATIONS

CIGI published more than 70 publications in 2010-11. A significant development was the publication of CIGI's first ebook, *The Future of Security Sector Reform*, edited by Mark Sedra, produced in-house by CIGI's media designer and digital media team. The ebook was available for sale globally, through Chapters, Amazon.com and iTunes, and on CIGI's website as a free pdf download. Publications of note were the joint CIGI-Chatham House report, *Preventing Crises and Promoting Economic Growth*, by Paul Jenkins and Paola Subacchi; numerous G20 Commentaries by CIGI experts; a compilation volume of all five National Perspectives on Global Leadership Sounding Series; two new G20 Papers by Paul Heinbecker and Gordon Smith; and Andrew F. Cooper's book *Internet Gambling Offshore*, published in association with Palgrave Macmillan.

Special Reports

- The G20 Agenda and Process: Analysis and Insight by CIGI Experts**
Max Brem, ed., March 2011
- Preventing Crises and Promoting Economic Growth: A Framework for International Policy Growth**
Paul Jenkins and Paola Subacchi (co-published with Chatham House), April 2011
- Security Sector Reform (SSR) and the Domestic-International Security Nexus: The Role of Public Safety Canada (also published in French)**
Geoff Burt and Mark Sedra, May 2011

Policy Briefs

- Improving the Governance of the Food Aid Convention: Which Way Forward?**
Jennifer Clapp and Stuart Clark, September 2010

Conference Reports

- Creating a More Global Collaborative Asian Leadership for the G20**
Alan S. Alexandroff and David Shorr, December 2010
- Challenges and Opportunities for the French Presidency: The G20 — 2011 and Beyond**
Deanne Leifso et al., March 2011

Toward a Post-2015 Development Paradigm (I)

Barry Carin, Mukesh Kapila
March 2011

At the Margins of SSR: Gender and Informal Justice

Geoff Burt, March 2011

The New Geometry of Global Summitry

Peter Heap, May 2011

Re-energizing Canada-Asia Relations: Defining an Asian Strategy

Paul Heinbecker, Paul Evans and Fen Hampson, June 2011

CIGI G20 Papers

- The Future of the G20 and Its Place in Global Governance (Paper No. 5)**
Paul Heinbecker, April 2011
- G7 to G8 to G20: Evolution in Global Governance (Paper No. 6)**
Gordon Smith, May 2011

Security Sector Reform Issue Papers

- Security Sector Reform in Haiti One Year After the Earthquake (Paper No. 1)**
Isabelle Fortin, March 2011
- Sudan's Aspirational Army: A History of the Joint Integrated Units (Paper No. 2)**
Aly Verjee, May 2011

National Perspectives on Global Leadership Soundings

The National Perspectives on Global Leadership (NPGL) project reports on public perceptions of national leaders' performance at G8 and G20 summits. The fifth installment focused on the Seoul G20 Summit from many multidisciplinary vantage points, with special attention to the theme of global economic adjustment. International experts surveyed public perception in the following countries for NPGL Soundings Series No. 5: Argentina, Canada, China, France, Germany, Japan, Mexico, South Africa, the United Kingdom and the United States. These 10 soundings were then compiled along with the four previous series and published in the CIGI-Brookings joint special report *Summitry and Public Perceptions*.

Caribbean Papers

- The Economic Partnership Agreement (EPA): Towards a New Era for Caribbean Trade (Paper No. 10)**
John Rapley, Diana Thorburn, Damien King and Collette Campbell, September 2010



Afghanistan Papers

Obama's War: Prospects for the Conflict in Afghanistan and Pakistan

Bruce Riedel, September 2010

Security Sector Reform Monitor

Run by CIGI's Security Sector Governance project, the *Security Sector Reform Monitor* was a quarterly publication that tracked developments in the SSR processes of five post-conflict countries — Afghanistan, Burundi, Haiti, East Timor, and Southern Sudan — through peer-reviewed, field-based analysis. Edited by CIGI Senior Fellow Mark Sedra, the *Security Sector Reform Monitor* produced seven reports over the 12-month period. The project, partially funded by the Swiss-based International Security Sector Advisory Team, reached its conclusion by mid-2011.

Books

The Future of Security Sector Reform (available in print and ebook)

Mark Sedra, ed., November 2010

Inter-American Cooperation at the Crossroads

Gordon Mace, Andrew F. Cooper and Tim Shaw (Palgrave MacMillan), January 2011

The Dark Side of Globalization

Jorge Heine and Ramesh Thakur (United Nations University Press), January 2011

Zimbabwe: Picking Up the Pieces

Hany Besada and Nicky Moyo (Palgrave MacMillan), January 2011

Internet Gambling Offshore: Caribbean Struggles over Casino Capitalism

Andrew F. Cooper (Palgrave MacMillan), March 2011

Redesigning the World Trade Organization for the Twenty-first Century (Chinese edition)

Debra Steger, ed. (Shanghai People's Publishing House), April 2011

WTO Commentary Series

Looking Back, Looking Forward: China and the World Trade Organization 10 Years after Accession (series intro)

Gregory Chin, April 2011

Can the WTO Help China with Its Future Trade Policy Challenges?

John Whalley, April 2011

Where We Are: 10 Years After Accession

John Curtis, April 2011

How WTO Accession Has Changed China and the Road Forward

Wang Yong, May 2011

Wolf at the Door: What Happened to the Predictions of Doom?

Gregory Chin, May 2011

CIGI Commentaries

Lasting Legacy on Financial Regulatory Reform

Eric Helleiner, November 2010

Implementing Global Financial Safety Nets

Manmohan Agarwal, November 2010

The Global Economy: Finding Common Ground

Daniel Schwanen, November 2010

IMF Reform: An Agenda for the G20 Summit

Thomas A. Bernes, November 2010

The Future of the G20 Process

Barry Carin, November 2010

G20 Development Plans Old and New

Gregory Chin, November 2010

Benefit Sharing for the French G20: The Role of Asia

Gregory Chin, February 2011

The Global Rebalancing and Growth Strategy Debate

Colin Bradford, April 2011

Understanding Global Interdependencies: The Contribution of Economic Models

Badye Essid and Paul Jenkins, April 2011

The BRICS Stand Up: On the IMF Leadership Change

Gregory Chin, May 2011

How to Add Value to the G20 Agriculture Ministers' Meeting

Jennifer Clapp, June 2011

The G20 Agricultural Action Plan: Changing the Course of Capitalism?

Jennifer Clapp and Sarah Martin, June 2011

Report of the Independent Auditors on the Summary Financial Statements

To the Directors of The Centre for International Governance Innovation

The accompanying summary financial statements, which comprise the summary balance sheet as at July 31, 2011 and the summary statement of revenue, expenses and changes in fund balances for the year then ended, and related notes, are derived from the audited financial statements of The Centre for International Governance Innovation (the "Organization") as at, and for the year ended, July 31, 2011. We expressed an unmodified audit opinion on those financial statements in our report dated November 6, 2011.

The summary financial statements do not contain all disclosures required by Canadian generally accepted accounting principles. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Organization.

Management's Responsibility For The Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements, on the basis described in the Notes.

Auditors' Responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Organization as at, and for the year ended, July 31, 2011 are a fair summary of those financial statements, on the basis described in the Notes.

Zeifmans LLP

Chartered Accountants
Licensed Public Accountants
Toronto, Ontario, November 6, 2011

NOTES

The Centre for International Governance Innovation (the "Organization" or "CIGI") follows the restricted fund method of accounting for contributions.

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

The Operating and Capital fund accounts for the organization's program delivery, administrative activities, and non-Campus related capital assets.

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

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

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

The Musagetes Restricted Fund is focused on the advancement of the arts in Canada and internationally.

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

Complete audited financial statements will be available to users upon request.

Summarized Balance Sheet as at July 31, 2011		Long Term Endowment
Current Assets		
Cash and Cash Equivalents	\$	2,153,725
Accounts Receivable		-
Prepaid Expenses		-
		2,153,725
Other Assets		
Capital Assets		-
Portfolio Investments		57,849,686
Investment in IGL00 Inc.		-
		57,849,686
Total Assets	\$	60,003,411
Current Liabilities		
Bank Indebtedness		-
Accounts Payable and Deferred Revenue	\$	-
Current Portion of Long Term Liability		-
Unrealized Loss on Forward Contracts		6,740
		6,740
Long-Term Liabilities		
Amount Payable		-
Total Liabilities		6,740
Fund Balances		
Invested in Capital Assets		-
Restricted		59,996,671
Internally Restricted		-
Unrestricted		-
Total Fund Balances		59,996,671
Total Liabilities and Fund Balances	\$	60,003,411
Summarized Statement of Revenue, Expenses and Changes in Fund Balances for the year ended July 31, 2011		Long Term Endowment
Revenue		
Unrealized Investment Income (Loss)	\$	-
Government Grants		-
Donations and Other		-
Share of Loss on Investment		-
Realized Investment Income (Loss)		-
		-
Expenses		
Research, Conferences and Partnerships		-
IGL00 Technology		-
Sponsorship Donations		-
Technical Support		-
Administrative		-
Amortization		-
Facilities		-
		-
Excess of Revenue over Expenses (Expenses over Revenue)		-
Interfund Transfers		1,875,617
Fund Balances, Beginning of the Year		58,121,054
Fund Balances, End of the Year	\$	59,996,671

	Operating and Capital	Sub Total	Restricted Funds					2011 Total	2010 Total
			Africa Program	J Holmes	Decade	Musagetes	Campus		
\$	809,005	\$ 2,962,730	\$ 110,724	\$ 575	\$ 325,945	\$ -	\$ 1,241,577	\$ 4,641,551	\$ 37,222,748
	232,030	232,030	-	-	-	-	2,087,426	2,319,456	3,101,841
	131,982	131,982	-	-	-	-	5,963	137,945	171,616
	1,173,017	3,326,742	110,724	575	325,945	-	3,334,966	7,098,952	40,496,205
	6,328,767	6,328,767	-	-	-	-	60,902,457	67,231,224	23,390,819
	9,880,438	67,730,124	8,370,416	404,320	19,139,569	-	46,176,626	141,821,055	136,563,696
	-	-	-	-	-	-	-	-	671,064
	16,209,205	74,058,891	8,370,416	404,320	19,139,569	-	107,079,083	209,052,279	160,625,579
\$	17,382,222	\$ 77,385,633	\$ 8,481,140	\$ 404,895	\$ 19,465,514	\$ -	\$ 110,414,049	\$ 216,151,231	\$ 201,121,784
\$	591,061	\$ 591,061	\$ 38,786	\$ -	\$ 131,789	\$ -	\$ 11,903,099	\$ 12,664,735	\$ 4,187,106
	40,743	40,743	-	-	-	-	-	40,743	42,817
	-	6,740	-	-	-	-	-	6,740	217,652
	631,804	638,544	38,786	-	131,789	-	11,903,099	12,712,218	4,447,575
	31,897	31,897	-	-	-	-	-	31,897	72,640
	663,701	670,441	38,786	-	131,789	-	11,903,099	12,744,115	4,520,215
	6,256,127	6,256,127	-	-	-	-	60,902,457	67,158,584	12,887,773
	-	59,996,671	8,442,354	404,895	19,333,725	-	36,471,683	124,649,328	177,693,361
	-	-	-	-	-	-	1,136,810	1,136,810	1,200,000
	10,462,394	10,462,394	-	-	-	-	-	10,462,394	4,820,435
	16,718,521	76,715,192	8,442,354	404,895	19,333,725	-	98,510,950	203,407,116	196,601,569
\$	17,382,222	\$ 77,385,633	\$ 8,481,140	\$ 404,895	\$ 19,465,514	\$ -	\$ 110,414,049	\$ 216,151,231	\$ 201,121,784
	Operating, Program and Capital	Sub Total	Restricted Funds					2011 Total	2010 Total
			Africa Program	J Holmes	Decade	Musagetes	Campus		
\$	1,971,161	\$ 1,971,161	\$ 111,643	\$ -	\$ -	\$ 754,902	\$ 558,101	\$ 3,395,807	\$ 2,866,562
	143,599	143,599	-	-	-	-	33,815,409	33,959,008	16,184,582
	71,790	71,790	-	14,228	-	-	-	86,018	58,370,068
	(671,064)	(671,064)	-	-	-	-	-	(671,064)	(1,432,355)
	5,842,400	5,842,400	430,176	3,181	1,448,423	19,324	662,613	8,406,117	6,612,288
	7,357,886	7,357,886	541,819	17,409	1,448,423	774,226	35,036,123	45,175,886	82,601,145
	3,792,895	3,792,895	796,473	6,838	2,959,919	-	743,033	8,299,158	7,998,061
	-	-	-	-	-	-	-	-	-
	-	-	-	-	-	26,886,516	-	26,886,516	1,050,000
	355,258	355,258	7,105	2,479	64,597	-	28,869	458,308	701,553
	1,566,841	1,566,841	225,295	604	5,885	-	66,110	1,864,735	2,216,839
	395,065	395,065	-	-	-	-	-	395,065	420,346
	466,136	466,136	31	-	390	-	-	466,557	469,267
	6,576,195	6,576,195	1,028,904	9,921	3,030,791	26,886,516	838,012	38,370,339	12,856,066
	781,691	781,691	(487,085)	7,488	(1,582,368)	(26,112,290)	34,198,111	6,805,547	69,745,079
	4,793,030	6,668,647	149,223	(4,307)	370,266	-	(7,183,829)	-	-
	11,143,800	69,264,854	8,780,216	401,714	20,545,827	26,112,290	71,496,668	196,601,569	126,856,490
\$	16,718,521	\$ 76,715,192	\$ 8,442,354	\$ 404,895	\$ 19,333,725	\$ -	\$ 98,510,950	\$ 203,407,116	\$ 196,601,569

A snapshot of CIGI personnel as of July 31, 2011.

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Director, Africa Initiative

Neil Sarginson
Director of Information Technology

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Senior Visiting Fellow

Jason Blackstock
Senior Fellow

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Senior Visiting Fellow

Colin Bradford
Senior Fellow

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Senior Fellow

Gregory Chin
Senior Fellow

Stephen Clarkson
Senior Fellow

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Pierre Siklos
Senior Fellow

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Debra Steger
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Project and Publications Coordinator,
Africa Portal

Shelley Anderson
Accounting Specialist

Agata Antkiewicz
Senior Researcher

David Betke
Building Operator

Tiantian Bian
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Anne Blayney
Event Coordinator

Carol Bonnett
Managing Editor, Publications

Ibi Brown
Exchange Program Coordinator,
Africa Initiative

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