

ANNUAL REPORT 2010



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

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Chair and founder Jim Balsillie views 2009-10 as a year of renewed commitment to CIGI's mission.

Chair's Message

THE continuing global financial crisis in 2009-10 helped to demonstrate again the inadequacies of multilateral governance mechanisms. The G20 leaders meeting in Canada struggled to agree on measures to address the economic downturn and regulations to help prevent future crises.

Meanwhile, other ongoing global issues — climate change, security and conflict, poverty and development — added to the need for innovative policy solutions that transcend borders.

Such problems will not solve themselves, but call for thoughtful and coordinated leadership. In this context, The Centre for International Governance Innovation strives to be the world's leading think tank on international governance, with

recognized impact on significant global problems. CIGI's mission is to build bridges from knowledge to power, by conducting world-leading research and analysis, and influencing policy makers to innovate.

This past year has been one of renewed commitment to the organization's mission. Executive Director Thomas Bernes, promoted from Vice-President Programs, led a strategic review to recommend a plan by year-end for the next phase of CIGI's growth. Implementation of the plan will enhance the relevance and focus of CIGI's research programs, ensuring their impact and influence in the years ahead.

As well, in 2009-10 construction was well underway at the CIGI Campus in Waterloo, where a new hub of research and academic institutions is

rising around CIGI to collaborate on generating new ideas for governance in an interdependent world.

At CIGI, we believe that better international governance can improve the lives of people everywhere, by increasing prosperity, ensuring global sustainability, addressing inequality and safeguarding human rights, and promoting a more secure world. We thank our many partners — the governments of Canada and Ontario, the Waterloo community, and various organizations and institutions at home and abroad — for sharing in this vision.

– *Jim Balsillie,*
Chair, Board of Directors, CIGI



Executive Director Thomas A. Bernes led a strategic review in 2009-10 to assess how best to handle CIGI's next phase of growth.

Executive Director's Message

ACTIVITIES at CIGI in 2009-10 ran on dual tracks — a robust program of research, publications and events, parallel to an internal program of strategic reflection and recalibration.

Key achievements on the research side included the completion of the Nuclear Energy Futures Project, recommending an action plan for nuclear energy to 2030. The CIGI '09 fall conference focused on the global economic crisis and policies required to create a more stable international financial system. CIGI continued to support the G8 and G20 processes, including the emergence of the G20 as the premier forum for economic cooperation; CIGI published multiple policy papers, held panels and policy workshops prior to the Pittsburgh and Toronto summits, and achieved

unprecedented levels of media coverage during the Toronto summit.

On the environment, CIGI hosted or participated in panel discussions, a televised debate and the Copenhagen conference to help explore solutions for long-term sustainability of the planet and to lay the groundwork for a major area of policy exploration on climate change, including governance of the politics and science of geoengineering.

This annual report outlines considerable research outputs from other ongoing CIGI projects in the past year, such as Security Sector Governance, the five-year Africa Initiative and projects on regional governance issues in the Americas and the Caribbean, India and China.

Going forward, CIGI will focus its programs in four themes: the Global Economy, Environment and Energy,

Development, and Global Security. Planning is underway to drive these programs with objectives and rigorous evaluative processes that support high quality in research, analysis and policy development. CIGI will also continue to build strategic partnerships to leverage its resources and extend its influence.

I'm very grateful to CIGI's staff and fellows for their excellent work in the research programs, as well as in our strategy development and implementation. I also thank the Board of Directors and the International Board of Governors for their guidance and advice, and our partners for joining CIGI in efforts to improve world governance for the benefit of all.

– *Thomas A. Bernes,*
Executive Director, CIGI



The year 2009-10 marked growth in CIGI's research activities, as well as an internal review at its headquarters in the former Seagram distillery warehouse.

Growth and Recalibration

AS CIGI prepares to mark its first decade, it continues to generate new ideas, partnerships and research. In 2009-10, CIGI doubled its research outputs — with more than 100 publications — including books, policy briefs, papers and web commentaries. CIGI held more than 60 events, including conferences, workshops and public lectures, and CIGI experts travelled the world to advance the development of better systems of global governance.

Over the year, CIGI continued to work in its core program areas: Environment and Resources; Global and Human Security; Health and Social

Governance; International Economic Governance; International Law, Institutions and Diplomacy; and the Shifting Global Order.

However, in response to global events, much of CIGI's work became focused on the emergence of the G20 as the "premier forum for economic cooperation" and on the global financial crisis. Global security challenges in Afghanistan, Iraq and other fragile states required a response, as did issues related to climate change and the future of nuclear energy.

The response to these issues has highlighted the relevance of CIGI's well-developed expertise in specific

areas. As these issues continue to pose great challenges to international governance systems, CIGI is well positioned to continue developing expertise and making specific, focused contributions.

In 2009-10, CIGI also undertook a reorganization of its operational divisions. Publications and Communications expanded to become separate departments, as did the web-development team.

As a result, CIGI enters the 2010-11 fiscal year with more powerful outreach capabilities and the means to more effectively deliver its message to its intended audience.



Economist and CIGI Special Advisor of Programs Daniel Schwanen speaks with the media at the G20 Toronto Summit.

The G20

WITH the G20 increasing in importance, CIGI has allocated more resources to this area of research. In 2009-10, CIGI was actively engaged in a number of initiatives to support the G8 and G20 processes and summits.

In the lead up to the G20 Pittsburgh Summit in September 2009, CIGI undertook a number of activities including the release of the *CIGI Special G20 Report: Flashpoints for the Pittsburgh Summit*. The report suggests the G20 “takes the positive features developed through G8 summitry and expands them to provide equal status for big emergent powers from the global south.” CIGI experts took the report on a “road show” to Washington, D.C., at the time of the summit.

With the Stanley Foundation, CIGI organized a report launch at the National Press Club, a luncheon panel at the Council on Foreign Relations, and meetings with the State Department and Sherpa team.

The summit itself was attended by CIGI Distinguished Fellow Andrew F. Cooper and CIGI Research Officer Andrew Schrumm, who circulated

the *Flashpoints* report and organized media scrums and interviews, as well as impromptu meetings with officials.

In advance of the G20 Toronto Summit, CIGI undertook major efforts to foster public dialogue on G20 issues and to influence or inform participants in the summit. CIGI held a G20 preparatory conference, produced G20 papers and web commentaries, took out a major advertisement in *The Globe and Mail*, and created a special CIGI G20 web page and new social media tools to enhance CIGI’s influence and improve accessibility to CIGI experts.

In April 2010, CIGI experts participated in “The New Dynamics of Summitry: Institutional Innovations for G20 Summits” in Washington, D.C. The event, hosted by The Brookings Institution and the Korean Development Institute (KDI), was an off-the-record discussion intended to generate new ideas for institutional innovations for G20 summits.

In May 2010, CIGI hosted International Governance Innovation: Issues for 2010 Summits, an invitation-only, Chatham House Rule event that brought together 60

leading government officials, career diplomats, former policy makers, and international academics and think tank experts from around the globe. The conference focused on four broad themes: the role of the new Financial Stability Board (FSB); the future working of the “G20 Framework for Strong, Sustainable, and Balanced Growth”; the future G20 agenda and, by extension the role of G8, plus questions of process; and how a network of think tanks could support the G20 and the best approach to achieve this.

The CIGI G20 Papers served to inform the session discussions at the Issues for 2010 Summits conference. The papers were revised following the event and were released in early June, in advance of the Muskoka and Toronto summits.

The G20 summit in Toronto marked an important step in the evolution of this self-described premier forum for international economic cooperation. CIGI experts were available for comment and analysis on the G8 and G20 summits, both offsite and onsite at the International Media Centre in Toronto.



In *Global Finance in Crisis: The Politics of International Regulatory Change*, co-edited by CIGI Chair Eric Helleiner, researchers provided the first systemic analysis of the regulation of global finance in response to the global financial crisis. CIGI also published a series of special reports on the financial crisis.

The Global Financial Crisis

CIGI'S focus on the G20 was accompanied by work on the related issue of the global financial crisis and the challenges facing global economic governance systems.

In August 2009, CIGI published *Down and Almost Out in Geneva: A Time for Reflection on the Future of the International Trading System, Conference Report*, which summarized the discussions of the annual meeting of trade experts on September 11-12, 2008. Following the third major collapse of talks in the Doha Round of multilateral trade negotiations on July 28, 2008, participants discussed the looming complications for trade rules posed by climate change; energy and food security concerns; higher transportation costs; trade and security issues; the widening income gaps between the world's rich and its poor; and emerging financial system vulnerabilities.

Published in December 2009 and edited by CIGI Senior Fellow Debra Steger, *Redesigning the World Trade Organization for the Twenty-first Century* explained why institutional reform of the World Trade Organization (WTO) is needed at this critical juncture

in world history. It provides innovative, practical proposals for modernizing the WTO to enable it to respond to the challenges of the twenty-first century. The book was co-published by CIGI, the International Development Research Centre (IDRC) and Wilfrid Laurier University Press.

Also in December, CIGI released *Global Finance in Crisis: The Politics of International Regulatory Change*, edited by CIGI Chair Eric Helleiner, Stefano Pagliari, PhD Candidate in global governance at the University of Waterloo, and Hubert Zimmermann. This book assessed whether recent ambitious initiatives to improve and strengthen international financial regulation indicates a significant turning point in the regulation of global finance. This groundbreaking volume provided the first systematic analysis of the international regulatory response to the current global financial crisis.

In the CIGI policy brief *Developing Countries — even China — Cannot Rescue the World Economy*, Senior Visiting Fellow Manmohan Agarwal challenged the assumption of many analysts that either China alone or the developing countries as a group will

be economically strong enough to pull the world economy out of recession.

In June 2010, CIGI published *Leadership and the Global Governance Agenda: Three Voices*, a collaborative project by CIGI, the Stanley Foundation and the China Institutes of Contemporary International Relations (CICIR). In this CIGI special report, CIGI Senior Fellow Alan S. Alexandroff, David Shorr, program officer at the Stanley Foundation, and CICIR Vice-President Wang Zaibang summarize the global governance leadership challenges facing Canada, the United States and China.

Also in June, CIGI published a special report on *The Financial Stability Board: An Effective Fourth Pillar of Economic Governance?*, edited by Stephanie Griffith-Jones of Columbia University, CIGI Chair Eric Helleiner and Ngaire Woods of Oxford University. The report made several recommendations for strengthening the governance structure of the FSB, so that important warnings concerning potential systemic problems in the financial system can be communicated in a manner that cannot be diluted by member governments.

CIGI '09: Towards a New Global Deal

THE global financial crisis and the G20 were the central focus of the 2009 CIGI annual conference, CIGI '09: Towards a New Global Deal. Held in Waterloo, Ontario, from October 2 to 4, the conference brought together the CIGI research team and other experts from around the world to address the factors that caused the crisis, and to debate the policy and institutional responses aimed at preventing a recurrence and creating a more stable global financial and economic system.

Four keynote speakers provided the framework for the analysis. Jagdish Bhagwati, senior fellow for international economics at the Council on Foreign Relations, stressed the need to press ahead with the Doha Round to prevent the rule-based trading system from unravelling and the need for institutional reform to make globalization more equitable and more palatable to the public. Paul Martin, former prime minister of Canada, stressed the tasks ahead for the G20, namely, dealing with poverty in Africa, climate change and establishing a more stable financial system. Paul Krugman, professor of economics and international affairs at Princeton University's Woodrow Wilson School of Public and International Affairs, concentrated on how the evolution of the financial system precipitated the crisis and how improved regulation and greater international macro coordination are needed to pull the world economy out of the recession and to prevent future crises. Roberto Mangabeira Unger, Roscoe Pound professor of law at Harvard Law School, criticized the current institutional convergence that had eliminated the diversity necessary for systemic survival and stifled collective creative responses.

Though the conference participants did not arrive at one solution for the post-crisis economic recovery, the discussions focused on the need to

redesign national and international financial regulations and the importance of debating the world trading system, and considered questions regarding global political and economic leadership. An overview of the conference proceedings and the major themes of the discussions were published as the CIGI conference report *CIGI '09: Towards a Global New Deal*, by CIGI Senior Researcher Agata Antkiewicz and CIGI Senior Visiting Fellow Manmohan Agarwal.

A series of 11 essays written by CIGI experts in response to the global economic crisis was published by the *Waterloo Region Record* in spring 2009. The goal was to share CIGI's work with the community when the

economic downturn had not only seriously strained the world, but also touched our lives, including institutions, companies, communities, families and individuals alike.

The essays were developed into a publication entitled *The Great Recession*, which was distributed to conference participants.

On October 4, the 200 conference participants engaged in a discussion and poll moderated by Steve Paikin, anchor and senior editor of *The Agenda with Steve Paikin*, TVO's flagship current affairs program.

The entire conference was well attended by national print and broadcast media, and in return, CIGI received exceptional media coverage.



Paul Krugman, winner of the 2008 Nobel Prize in Economics and a professor at Princeton University's Woodrow Wilson School of Public and International Affairs was a keynote speaker at CIGI's fall conference, CIGI '09: Towards a New Global Deal.

Nuclear Energy Futures: Implications and Options for Global Governance

WITH 2009-10 having been a pivotal time for nuclear issues, it is fitting that this year marked the culmination of CIGI's Nuclear Energy Futures (NEF) project. The project was chaired by CIGI Distinguished Fellow and former Deputy Secretary-General of the United Nations, Louise Fréchette, and directed by Dr. Trevor Findlay, CIGI senior fellow and professor at the Norman Paterson School of International Affairs at Carleton

University, Ottawa, and director of the Canadian Centre for Treaty Compliance (CCTC). CIGI's NEF project was conducted in partnership with the CCTC at Carleton University in Ottawa.

The NEF project examined issues concerning the nuclear industry's ability to allay public concerns about safety, security,

waste management and its consanguinity with nuclear weapons. The aim of the project was to investigate the implications of the purported nuclear energy revival for nuclear safety, security and nonproliferation to 2030, and to make recommendations for consideration by the international community, especially in the realm of global governance. The project ran from September 2006 to April 2010.

The NEF project commissioned more than a dozen research papers, which have been published in CIGI's *Nuclear Energy Futures Papers* series, and held several workshops, consultations and interviews with key Canadian and foreign stakeholders, including industry, government, academia and NGOs.

In winter 2010, CIGI published *Nuclear Energy and Global Governance to 2030: An Action Plan*, by Louise Fréchette and Trevor Findlay. Derived from the results of its NEF project, the five-point plan outlined recommendations the international community should take to: ensure that all states are committed to and capable of implementing the highest nuclear safety standards; ensure that all nuclear material and facilities are secure from unauthorized access or terrorist seizure or attack; ensure that a nuclear revival does not contribute to proliferation of nuclear weapons; reinforce the centrality of the International Atomic

Energy Agency (IAEA) through increased funding, modernization and reform; and ensure that all stakeholders, especially industry, participate in judiciously



managing a nuclear revival.

The project also published *The Future of Nuclear Energy to 2030 and Its Implications for Safety, Security and Nonproliferation: Overview* by Trevor Findlay. The overview included key findings of the NEF final report, which suggest that a significant worldwide expansion is unlikely before 2030, and that a window of opportunity exists to fix the currently inadequate global governance system to avoid accidents, nuclear terrorism and weapons proliferation.

The final report, *The Future of Nuclear Energy to 2030 and Its Implications for Safety, Security and Nonproliferation: Final Report* was composed of four parts — Part 1: The Future of Nuclear Energy to 2030; Part 2: Nuclear Safety; Part 3: Nuclear Security; and Part 4: Nuclear Nonproliferation. It was the culmination of the multi-year project and identified key drivers that are spurring existing and aspiring nuclear states to develop nuclear energy and the constraints that will limit a “revival.”

The project assembled the most

comprehensive and up-to-date information on possible additions to the list of countries that have nuclear power plants for civilian purposes. Along with the Survey of Emerging Nuclear Energy States (SENES), the project produced a compendium of all the nuclear global governance instruments in existence today.

SENES was designed to help answer the broad questions asked by project’s research staff and to supplement the *Nuclear Energy Futures Papers*. The survey charted the progress of countries toward successfully

developing a civilian nuclear power industry. From an initial declaration of interest to the connection of a reactor to the grid, the survey identified, characterized and monitored each country’s progress along the path to nuclear power and shed light on the policies of new entrants in the purported nuclear revival.

Highlights of the 2009-10 research outputs from CIGI’s Nuclear Energy Futures Project

Nuclear Energy and Global Governance to 2030: An Action Plan, by Louise Fréchette and Trevor Findlay: A five-point plan outlining recommendations the international community should take to: ensure that all states are committed to and capable of implementing the highest nuclear safety standards; ensure that all nuclear material and facilities are secure from unauthorized access or terrorist seizure or attack; ensure that a nuclear revival does not contribute to proliferation of nuclear weapons; reinforce the centrality of the IAEA through increased funding, modernization and reform; and ensure that all stakeholders, especially industry, participate in judiciously managing a nuclear revival.

Survey of Emerging Nuclear Energy States (SENES): Designed to answer broad questions asked by NEF researchers, the survey charted the progress of countries toward successfully developing a civilian nuclear power industry.



Security Sector Governance

CIGI'S Security Sector Governance project, which tracks and analyzes efforts of the international community to (re) build the security and justice systems of post-conflict, failed and transition states, had a successful year in 2009-10.

The project made significant contributions to global policy debates in the field and was able to exert influence on policy makers in Canada and internationally. The flagship initiative of the project in 2009-10 was the *Security Sector Reform Monitor*, a quarterly publication that tracks developments in the security sector reform processes of five post-conflict countries — Afghanistan, Burundi, Haiti, East Timor and Southern Sudan — through peer-reviewed, field-based analysis (undertaken by local contractors in the case study countries). The project, partially funded by the Swiss-based International Security Sector Advisory Team (ISSAT), will reach its conclusion

in early 2011, at which time it will have produced 21 reports.

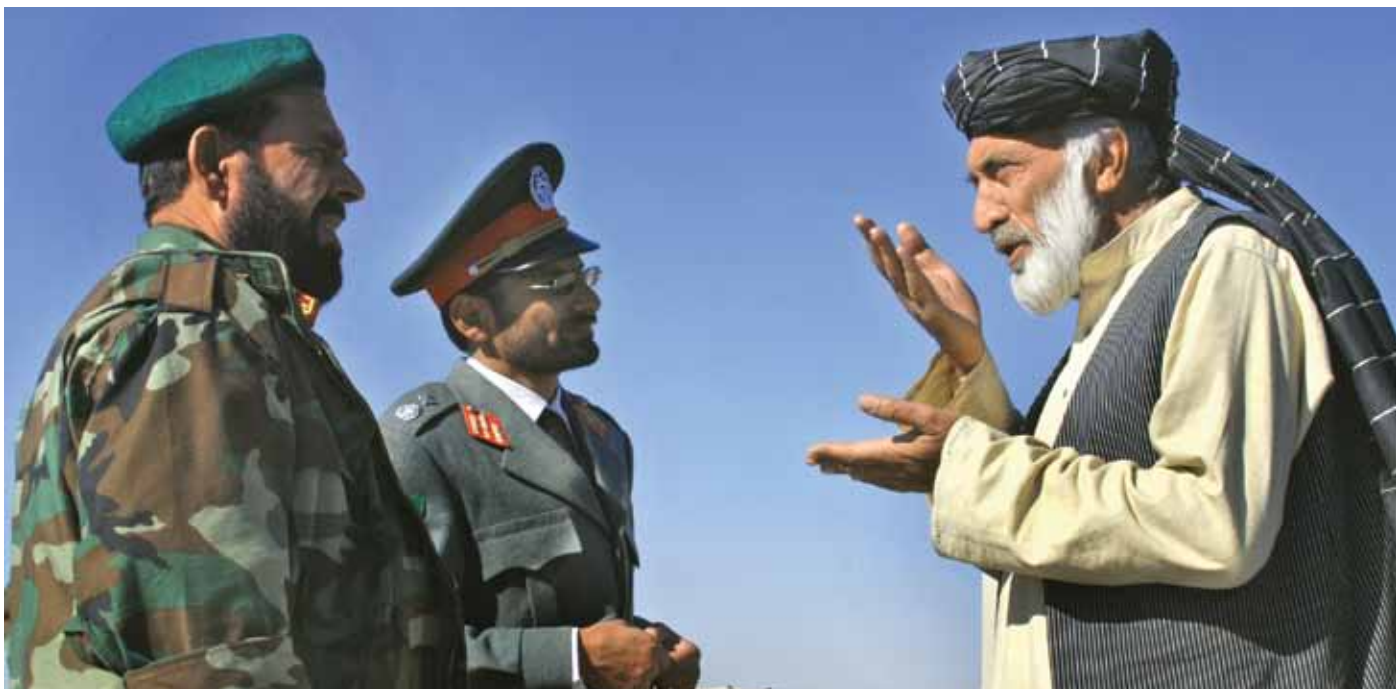
On April 28, 2010, the program launched a companion website to CIGIonline.org called the Security Sector Reform Resource Centre (www.ssrresourcecentre.org). The interactive site is designed to serve as a dynamic hub for SSR practitioners, policy makers and experts across the world and as a platform to promote CIGI's unique research products in the area. In the spring of 2010, the project was contracted by the Canadian Ministry of Public Safety to provide training for its staff and other government departments on SSR, and to assist the ministry in developing a research strategy and research agenda for the area. CIGI Senior Fellow Mark Sedra also provided input into the process, led by the Department of Foreign Affairs, to develop a government-wide SSR strategy.

The sister project of the Security Sector Governance project focuses on an individual case study country in the

midst of a massive state building and SSR process — Afghanistan.

In 2009, CIGI launched a paper series on Afghanistan featuring pieces written by some of the world's top experts on the country, including a former US ambassador, a former Canadian ambassador and UN deputy envoy and the former Afghan deputy minister of interior. The series has been featured on the website of the US Council on Foreign Relations and has been one of CIGIonline.org's most popular resources.

In 2010, CIGI also launched a blog on Afghanistan, titled *Dispatches from the Field: Perspectives on the Afghanistan Conflict*. It features the voices of prominent Afghans and international observers on the security and political climate in Afghanistan. Reflecting the reach and impact of CIGI's Afghanistan work, project leader Mark Sedra gave more than 60 media interviews — both broadcast and print — on the situation in Afghanistan during 2009-10.



Afghanistan was the focus of much of CIGI's work in Security Sector Governance in 2009-2010. CIGI's quarterly publication the *Security Sector Reform Monitor* also chronicled developments in Burundi, East Timor and Southern Sudan. Above, a local elder talks with security forces before the opening ceremony for a new hospital in Kandahar.



Hon. Maria Mutagamba, Uganda's Minister of Water and Environment, was among the keynote speakers at Africa's Climate Change Reality: The Africa Initiative Congress on Climate Change, which CIGI hosted in Kampala in November 2009. The Africa Initiative is CIGI's joint undertaking with Uganda's Makerere University.

The Africa Initiative

THE Africa Initiative (AI) is a multi-year, donor-supported program, with three components: a research program, an exchange program, and an online portal. A joint undertaking by CIGI in cooperation with Makerere University, Uganda, the Africa Initiative aims to contribute to the deepening of Africa's capacity and knowledge in five thematic areas: conflict resolution, energy, food security, health, and migration, with special attention to the crosscutting issue of climate change.

During the 2009-10 fiscal year, the Africa Initiative focused on restructuring and laying the groundwork for activities across the core areas of the program.

Development began on the Africa Portal — a comprehensive online knowledge exchange on governance-related issues relevant to the continent. After its launch in fall 2010, the portal will offer open access to a suite of features including: an online library collection; an expert directory; an international events calendar; and an opinion/analysis resource — all aimed to equip users with research

and information on Africa's current policy issues. Makerere University and The South African Institute of International Affairs are key partners on the Africa Portal.

The Africa Initiative exchange program hosted the initial cohort of student and faculty members from Makerere University for a four-month term in 2009. Participants conducted research and attended classes at the University of Waterloo and Wilfrid Laurier University, and benefited from close ties with researchers at CIGI. Additional exchange rounds of both Africans and Canadians are planned for 2010 to 2013.

This ongoing capacity-building initiative supports short-term academic placements for Africans and Canadians undertaking field-based research on Africa. The exchange program is building capacity by giving bright, highly motivated students and scholars an opportunity to discover and impart new learning in a cross-cultural and cross-disciplinary experience.

In November 2009, the Africa Initiative held "Africa's Climate

Change Reality: The Africa Initiative Congress on Climate Change" in Uganda. This event was held over four days and covered topics ranging from assessing regional needs in combating climate change to human, technical and resource mobilization. More than 750 policy makers, academics, experts, students and representatives from NGOs, international agencies and donor countries attended the event, as did Ugandan cabinet ministers and senior officials.

Key issues and policy recommendations emerging from the discussions are summarized in the conference report *Africa's Climate Change Reality: The African Initiative Congress on Climate Change*.

In advance of the congress, CIGI published the special report *Climate Change in Africa: Adaptation, Mitigation and Governance Challenges*, edited by CIGI Senior Researcher Hany Besada and Nelson K. Sewankambo, director of the Africa Initiative. The report presents the early research and findings of the Africa Initiative and includes policy recommendations.

Regional Governance

MANY research projects at CIGI in 2009-10 looked at international governance through a regional lens. These included:

Latin America and Caribbean

In 2009-10, CIGI continued to respond to regional governance challenges in the Americas and Caribbean. In the CIGI working paper *The Obama Administration and Latin America*, Daniel P. Erikson examined the early optimism for Latin American-US relations in the era of a new Obama administration and how it has been tempered by the reappearance of tensions in hemispheric relations.

CIGI published the book *Backpacks Full of Hope: The UN Mission in Haiti*, a first-hand account by Chilean general Eduardo Aldunate, deputy force commander of the United Nations Stabilization Mission in Haiti from September 2005 to September 2006. In light of the devastating earthquake in that country in January 2010, the insights on the peace operation and the long-term endeavour to clear Haiti's path to prosperity offered in this account are especially pertinent.

In 2009-10, CIGI continued to produce the Caribbean Papers, a product of its major research project on Caribbean Economic Governance. This project convened researchers and leaders within the private and public sectors to examine and provide substantive answers and policy prescriptions to current governance challenges facing the Caribbean region. The papers were initially presented at CIGI workshops, where their authors benefited from extensive comments and discussion on their work.

This year, CIGI published two new papers in the series along with *The Caribbean Papers Summaries: Released and Forthcoming*, which was a compilation of summarized

work in the series. In February, CIGI released Caribbean Paper No. 8, *Caribbean Regional Governance and the Sovereignty/Statehood Problem*, by Matthew Louis Bishop and Anthony Payne. In advance of the intersessional meeting of the Caribbean Community and Common Market (CARICOM), held in Dominica in March 2009, Bishop and Payne set out a series of steps for consideration by the heads of government. The authors call for new discussion on the nature of sovereignty in the region, and urge leaders to act quickly to implement new CARICOM governance arrangements so the region can survive and prosper during this period of global change.

The ninth paper in the series, *The Communications Industry in the Caribbean: Issues, Challenges and Opportunities*, by Indianna Minto-Coy and Hopeton S. Dunn, was released in May. This paper distilled the critical

qualities and interventions required for the Caribbean to benefit from global innovations in information and communication technologies.

In the CIGI book *Which Way Latin America: Hemispheric Politics Meets Globalization*, edited by Distinguished Fellows Andrew F. Cooper and Jorge Heine, some of the world's leading Latin Americanists explored the ways the region has re-engaged globalization. The volume was published in November 2009 to wide acclaim and continues to attract international attention and praise. At a time when the United States has been shifting gears in foreign policy and the global financial crisis is leading many to question the very survival of capitalism, Latin America is especially well-positioned to make the most of this new international conjuncture. This book provided a sharp, up-to-date analysis of the new sources of political power and allegiances in the region today.



The insights in the CIGI book *Backpacks Full of Hope: The UN Mission in Haiti*, written by mission deputy force commander General Eduardo Aldunate, were especially pertinent following the country's devastating earthquake in January 2010.



In the CIGI-edited book *Emerging Powers in Global Governance*, leading international relations experts examined the role of key countries such as Brazil in the potential transformation of the G8.

Brazil, India and China

In addition to governance issues in the Americas and the Caribbean, CIGI experts addressed regional issues in other parts of the world.

The CIGI-Brookings book *Rising States, Rising Institutions* examines the forces reshaping world politics and analyzes the institutions that are rising to meet the demand for new forms of global governance. Distinguished contributors include Anne-Marie Slaughter (director of policy planning at the U.S. State Department), Flynt Leverett (formerly senior director for Middle East affairs at the National Security Council), Steven Miller (Harvard) and Andrew Hurrell (Oxford).

In August 2009, researchers, journalists and publishing industry professionals gathered at the School for International Affairs and Diplomacy (SIAD) at the Shanghai International Studies University (SISU) to celebrate the first CIGI book to be translated into Chinese — *Emerging Powers in Global Governance: Lessons from the Heiligendamm Process*, edited by CIGI Distinguished

Fellow Andrew F. Cooper and Senior Researcher Agata Antkiewicz.

In *India's Economic Future: Education, Technology, Energy and Environment*, edited by CIGI Senior Visiting Fellow Manmohan Agarwal, leading experts consider India's prospects for sustainable growth. The contributors consider such issues as foreign direct investment, technological capacity, reservations for minorities in educational institutions and energy scarcity. This volume complements Dr. Agarwal's other work for CIGI on India.

In May 2010, CIGI published the working paper *Approaches to Fostering Productivity Growth in Brazil, China and India* by CIGI Distinguished Fellow John Whalley, Manmohan Agarwal, and Yao Li, PhD candidate in the Department of Economics at the University of Western Ontario (UWO). Brazil, China and India, three important emerging economies, are seeking to foster productivity growth through encouraging innovation and technology transfers from the more developed economies. This paper examined the ambiguities

surrounding innovation and technology transfers and how governments in these countries adopted a plethora of policies in the hope that the combination will be effective.

This research is being conducted under the Western-CIGI-BRIC-Ontario project, with Dr. Whalley serving as principal investigator. The project's aim is to provide original research on the BRIC (Brazil, Russia, India and China) economies, with the primary emphasis on China; to develop young talent and aid in capacity building, especially in China; to provide for a flow of information on the latest Chinese policy development to Ontario business, government, and academia; and to develop further research activities in Ontario with a global profile and reputation. The project also aims to develop outreach, networking and commercialization activities to provide for its future sustainability. The project has been jointly supported by CIGI, the Ontario Provincial Government (via the Ontario Research Fund) and UWO.



Danish Environment Minister Connie Hedegaard listens during the plenary session at the COP15 climate summit in Copenhagen in December 2009. Following the failure of COP15 to arrive at a binding resolution, CIGI Distinguished Fellow John Whalley published the policy brief *Bridging the North-South Divide on Climate Post-Copenhagen*.

Climate Change

THROUGHOUT 2009-10, CIGI has been laying the groundwork for a major effort to address the growing problem of climate change and its consequences. Activities in this area included panel discussions, televised debates, a congress, and numerous papers and articles across CIGI's program areas.

In September 2009, CIGI held a panel discussion on "The Global Financial and Environmental Crises: Connections and Parallels?" The panel included CIGI Chairs Jennifer Clapp and Eric Helleiner, Adam Harmes of the University of Western Ontario, Matthew Paterson of the University of Ottawa, and Tony Porter of McMaster University. These financial and environmental specialists discussed questions surrounding the relationship between global financial and environmental crises, the links between international financial reforms and environmental reforms, and how the lessons learned in one sector can inform the other.

The work undertaken by CIGI's

Africa Initiative has been closely tied to climate change issues, and as noted earlier in this report, these issues were at the heart of the November Africa Congress on Climate Change and the subsequent report, *Climate Change in Africa: Adaptation, Mitigation and Governance Challenges*.

In October 2009, CIGI Distinguished Fellow John Curtis participated in the conference "Climate Change and the Trading System," organized by CIGI and the Canadian International Council, with the support and participation of the International Institute for Sustainable Development, the International Development Research Centre and the Centre for Trade Policy and Law. Participants discussed two vitally important policy areas — trade and climate change — and how they intersect and pose difficult questions about how to provide effective action on climate change without damage to the international trading system. The findings of this meeting were published in November as the CIGI

conference report *Climate Change and the Trading System*, by Dan Ciuriak of the Centre for Trade Policy and Law and Bob Johnstone of Goodman, Phillips & Vineberg.

In December, CIGI and The Munk School for Global Affairs at the University of Toronto presented a live, televised panel discussion featuring Elizabeth May, George Monbiot, Bjørn Lomborg, and Lord Nigel Lawson.

A part of the CIGI Debate Series, the "Live Broadcast of the Munk Debate on Climate Change" was held just days before the UN's historic Copenhagen summit and tackled one of the great public policy questions of our time: how should the world respond to climate change? Partners in this event were the Aurea Foundation, the Canadian Broadcasting Corporation, Cable and Public Affairs Channel, *The Globe and Mail*, Indigo and the Hazelton Hotel.

A CIGI delegation travelled to Copenhagen to attend the UN Climate Conference (COP15) climate negotiations, held from December

7 to 18. CIGI hosted three side events in partnership with The Royal Society, the International Institute for Sustainable Development, the Stockholm Environment Institute, the International Institute for Applied Systems Analysis, and The Climate Response Fund.

Following COP15, CIGI Distinguished Fellow John Whalley and Research Assistant Sean Walsh published the policy brief *Bridging the North-South Divide on Climate Post-Copenhagen*, which argued that the North-South divide is perhaps the most important hindrance to reaching an agreement and that movement across this divide will be necessary to reach a deal.

The discussion on climate change continued early in 2010 as CIGI hosted geo-political expert Cleo Paskal of Chatham House and the Royal Institute of International Affairs. Professor Paskal delivered a CIGI Signature Lecture on “Global Warring: How Environmental, Economic, and Political Crises Will Redraw the World Map.” This talk, delivered to a capacity audience, explored the ways in which environmental changes will affect more than just the weather.

Also in January, in the article “The Politics of Geoengineering,” which appeared in a January issue of the journal *Science*, CIGI Fellow Jason J. Blackstock and co-author Jane Long discussed the potential uses of geoengineering techniques to help stabilize the changing climate. They argued that because this science has impacts across national boundaries, its application requires a broad international dialogue.

In March, CIGI welcomed Dr. Tatiana Saksina, Arctic Governance Officer at the World Wildlife Fund’s International Arctic Programme, who spoke on “Arctic Governance — In the Face of Rapidly Changing Conditions.”

In July, in the policy brief *The Environment and Corporate Governance in Zimbabwe*, Hany Besada discussed the governance



In “The Politics of Geoengineering,” which appeared in a January issue of the journal *Science*, CIGI Fellow Jason J. Blackstock and co-author Jane Long discussed the potential uses of geoengineering techniques to help stabilize the changing climate.

challenges facing Zimbabwe as the effects of climate change threaten that country’s environment, and subsequently, its economic prosperity.

Additionally, CIGI experts addressed climate change and related issues in a number of web commentaries, interviews and lectures.

Partnerships

IN 2009-10, CIGI continued to build partnerships with other think tanks, universities and NGOs. By undertaking these partnerships, CIGI has been able to leverage its intellectual and financial resources, and to increase awareness and influence of its research programs. CIGI considers partnerships in cases where a research co-contributor can provide a necessary ingredient to the overall success and outcome of that activity. The following is a selection of CIGI's partnered activity.

CIGI partnered with the Global Economic Governance Programme at University College, University of Oxford, the Initiative for Policy Dialogue at Columbia University, and the Foundation for European

Progressive Studies, to produce a special report aimed at enhancing its functions and governance structure. *The Financial Stability Board: An Effective Fourth Pillar of Global Economic Governance?* is widely regarded as a landmark stocktaking report on the FSB's first year of operation.

In April, CIGI partnered with the Brookings Institution and the Korean Development Institute to undertake a high-level workshop on "The New Dynamics of Summitry" in Washington, D.C., which responded to the emergence of the G20 as "the premier forum for international economic cooperation."

In partnership with the Stanley Foundation and the China Institutes of Contemporary International

Relations, CIGI organized workshops in Beijing and Toronto to explore the emerging American and Chinese perspectives on global governance, ranging from G8/G20 affairs to regional security to climate change. Ahead of the Toronto G20 Summit, the partners produced the CIGI Special Report, *Leadership and the Global Governance Agenda: Three Voices*, which presented these national viewpoints on the anticipated summit agenda.

CIGI continued to collaborate with Makerere University in Uganda on the Africa Initiative. The Nuclear Energy Futures project, a multi-year project conducted in partnership with the Canadian Centre for Treaty Compliance at Carleton University, came to its conclusion.



More than 700 delegates, including community leaders, policy makers, researchers and students, attended Africa's Climate Change Reality: The Africa Initiative Congress on Climate Change, in Kampala in November 2009. The event was a partnership between CIGI, Makerere University and the Salama SHIELD Foundation.

New Home for Balsillie School and Other Academic Programs

WITH construction getting underway in October 2009, the CIGI Campus moved another step closer to becoming a hub for leading academic and research institutions. On 3.6 acres at the site of the former Seagram distillery in Waterloo, Ontario, the campus will house several schools and programs, including the already established Balsillie School of International Affairs, which was founded in 2007. The Balsillie School of International Affairs is a partnership between CIGI, the University of Waterloo and Wilfrid Laurier University. Other proposed inhabitants of the campus include an international law program in partnership with an existing Ontario law school.

The academic complex is designed by Kuwabara Payne McKenna Blumberg Architects of Toronto and is being built by Cooper Construction Ltd. of Oakville, Ontario. It incorporates a number of innovative design features including the use of BubbleDeck floors, which eliminate more than 30 percent of the dead-load weight, enabling a 25 percent reduction in structural costs. Other leading efficiency features of the building include rain-water capture and storage for a grey-water system, and in-slab heating and cooling systems. These features will result in a 60 percent energy reduction for the building.

The new building will be equipped with a full suite of interactive technologies, resulting in state-of-the-art teaching spaces and a public auditorium. Interactive capabilities include: video conferencing, web streaming, archival of lectures and public addresses, multiple projection capabilities, broadcasting both to and from the CIGI broadcast studio, hearing assistance and translation booths.

The campus received federal and provincial funding totalling \$50 million through the Knowledge Infrastructure



The CIGI Campus started to take shape in 2009-10, as construction of the 114,000-square-foot academic and research complex began.

Program and Ontario's 2009 budget. The City of Waterloo donated land valued at \$5 million.

In May 2010, five PhD students at the Balsillie School of International Affairs won major national scholarships. Ricardo Tranjan and Manjana Milkoreit were awarded Vanier Canada Graduate Scholarships; Warren Clarke and Jessica West each won Bombardier Canada Graduate

Scholarships; and Branka Marijan received the Canadian Council on International Law's John Humphrey Student Fellowship in International Human Rights.

In the summer of 2010, the Balsillie School of International Affairs unveiled a new logo that features a stylized, borderless networked globe in blue and gold, representing the colours of its three partners.



**BALSILLIE SCHOOL
OF INTERNATIONAL AFFAIRS**



Completion of the broadcast studio in 2010 enables CIGI experts to take part in live interviews with networks around the world.

Communications

CIGI and its experts enjoyed a record year with the media, while continuing to build a strong relationship with individual journalists and media outlets through a variety of initiatives.

During this past year, CIGI's experts continued to be in demand by the media. They regularly contributed opinion pieces to local, national and international newspapers, while providing analysis and commentary to print and broadcast media in their areas of expertise.

Prime Minister Stephen Harper invited the leaders of the G8 and G20 countries to back-to-back summits to discuss financial markets and the global economy. The G8 met June 25-26 in Huntsville, Ontario, while the G20 met June 26-27 in Toronto, Ontario. CIGI experts provided commentary, discussion and research in the weeks leading up to both summits and at the international media centre in Toronto. They achieved an unprecedented amount of media coverage, accumulating more than 400 media mentions at home and abroad.

In January 2009, CIGI Communications and Public Affairs began research into the construction of a fully operational, two-camera,

high-definition broadcast studio with Final Cut Pro editing facilities, as major broadcast outlets continued to seek out CIGI experts to provide analysis and commentary.

Looking ahead, the studio, which is nearing completion, will allow CIGI experts to share their expertise effortlessly with media from around the world.

This year was a transformative year for CIGI's technical teams. A renewed focus on cross-team projects realized a greater integration of CIGI's IT and Library teams with several CIGI initiatives, and a newly formed Online Collaborations team helped CIGI continue to enhance its communications projects during the year. Key highlights include:

- Dedicated BlackBerry and iPhone video apps to share G20 video content
- CIGI YouTube content was the third most-watched Canadian not-for-profit organization during the Toronto G8/G20 summits
- CIGIonline.org realized a 39% increase in website visits (to 179,502) over the previous year
- CIGIonline.org visitors represented 204 different countries, a 23% increase over the previous year

In early 2010, CIGI struck an internal Social Media Committee to guide employees and set policy on social media activities, and the Online Collaborations team began a more active outreach program on various social media websites, including Facebook, Twitter and YouTube.

During the year, the CIGI Web and Library teams also continued to work closely with various research projects to continue supporting their online projects including the Africa Portal, the Portal for North America, the G20 microsite, and the SSR Resource Centre. Key accomplishments include capacity-building exercises with African technical teams for the Africa Portal, and the first draft of *The Future of Security Sector Reform*, an e-book that will be published to complement the SSR Resource Centre.

Additionally, lessons learned from completed projects were folded into CIGI processes to ensure ongoing improvement. Key examples include Governance Village e-conferencing capabilities, which were incorporated into CIGI's new webcasting events program, and the CIGI '09 video podcasting process, which was refined and folded into CIGI's ongoing video interview series.

Events

IN 2009-10, CIGI hosted more than 60 events at both in-house and international venues, including conferences, workshops and public lectures. To widen the scope and further engage audience members, CIGI introduced webcasting and live chats at its public events.

The following are a few of the highlights from CIGI's 2009-10 event calendar (All events hosted at CIGI unless otherwise noted.):

Conferences

Inter-American Forum on Governance September 29 - November 12, 2009, (e-conference) online

CIGI '09: Towards a Global New Deal October 3-4, 2009

Future of North America, Mexico, USA and Canada November 2-3, 2009, Toronto, Canada

African Initiative Congress on Climate Change November 3-4, 2009, Kampala, Uganda

Leadership and the Global Governance Agenda November 10-11, 2009, Beijing, China

Human Cultural Security CIGI Junior Fellow Student Conference: December 7, 2009

CIGI G20 Conference May 2-5, 2010

Workshops

Security in Iraq August 3-5, 2009, Washington, D.C., USA

Emerging Powers and Reform of Global Governance: The Gs and Beyond August 14, 2009, Shanghai, China

GeoEconomics of the Gulf August 28-29, 2009

Plan Z: Global Responses to a Climate Emergency September 17-18, 2009, Fergus, Canada

Financial Standards and the Environment September 24-25, 2009

Islamic World Initiative September 29, 2009, Paris, France

Global Economic Governance in a World of Crisis October 1-2, 2009, Cambridge, Canada

The Politics of Governance and Federalism October 14-15, 2009, Ottawa, Canada

Ethical Supports for Strengthening the International Rule of Law October 19-21, 2009

International Journal/Holmes Library October 22-23, 2009

Shifting Regional Order in East Asia October 24-25, 2009

International Trade Experts Meeting October 26-27, 2009, Toronto, Canada

Economic Outlook 2009 November 17, 2009

Globalization and the Making of Canada: Canada's International Economic Linkages from the Fur Trade to the 21st Century January 29-30, 2010

Rising Powers in the Shadow of the Crisis: A New Global Governance? March 9-11, 2010, Bellagio, Italy

Ministry of Public Safety March 11-12, 2010, Ottawa, Canada

Iraq's Neighbours December 2-3, 2009, Washington, D.C., USA

CIGI-Brookings-KDI Workshop April 21 - 22, 2010, Washington, D.C., USA

Leadership and the Global Governance Agenda: Three Voices, June 10 - 12, 2010, Toronto, Canada

CIGI and Department of Foreign Affairs and International Trade G8 Outreach Workshop June 14, 2010

Public Lectures

The Performance of India's Economy Since the 1950s Basanta K. Pradhan, August 27, 2009

Roadmaps after the Peace J. R. Groom, September 15, 2009

Tackling Malnutrition: What would it cost?, Sue Horton, September 22, 2009

Guerilla Diplomacy: Rethinking International Relations Daryl Copeland, October 14, 2009

The Unheard Truth — Poverty and Human Rights Irene Khan, November 2, 2009

Which Way in Latin America Jorge Heine and Andrew F. Cooper, December 9, 2009

International Human Rights Day Lecture Alex Neve, December 10, 2009

Global Warring Cleo Paskal, January 14, 2010

Waterloo Lecture on Social Innovation Adam Kahane, January 27, 2010

From the Front Line: Canadian Forces in Afghanistan Part One Col. J. C. R. Lacroix and Tara Denham, February 3, 2010

Ending the Agony: Seven Moves to Stabilize Afghanistan Part Two Chris Alexander, February 9, 2010

Why Do Leaders Fail to Learn from History? David Welch, Ramesh Thakur, Robert Patman, James Blight and Janet Lang, February 22, 2010

Arctic Governance - In the Face of Rapidly Changing Conditions (Signature Lecture in Observance of Earth Hour), Tatiana Saksina, March 25, 2010

The Perilous Imbalance: How Canada Should Respond to Globalization's Inequities Stephen Clarkson and Stepan Wood, March 29, 2010

Global Governance and the Nuclear Revival: Are we up to the challenge? Louise Fréchette, April 5, 2010

Over 1 Billion NOT Served: The Global Economic Crisis and Food Sustainability Jennifer Clapp, April 13, 2010

Obama's War: Prospects for the Conflict in Afghanistan and Pakistan Bruce Riedel, April 29, 2010

Women in International Security Captain (Navy) Elizabeth Steele, May 6, 2010

Global Nuclear Challenges and Multilateral Responses Ambassador Jayantha Dhanapala, May 12, 2010

Rentier State Building in Afghanistan: A Political Economy View Florian Kuehn, May 17, 2010

Canada-India: The Future of Business and Global Politics Douglas Goold, May 27, 2010

Rule of Law and Justice Development in Post-Conflict: A Review of Bosnia, Afghanistan, Iraq and Sudan Justeena Dhillon, June 28, 2010

Consultations

Ministry of Foreign Affairs August 14, 2009, Beijing, China

State Department September 14, 2009, Washington, D.C., U.S.

Ministry of Foreign Affairs and Trade November 13, 2009, Seoul, South Korea

Bank of Canada September 21, 2009, Ottawa, Canada

Commonwealth Heads of Government November 27-29, 2009, Port-of-Spain, Trinidad & Tobago

Cabinet Office, Province of Ontario January 11, 2010, Toronto, Canada

Public Safety Canada March 11-12, 2010, Ottawa, Canada

Panel Discussions

Prospects for Pittsburgh: What to Expect at the G20 September 14, 2009, Washington, DC, USA

The Global Financial and Environmental Crises: Connections and Parallels? Jennifer Clapp, Eric Helleiner, Adam Harmes, Matthew Paterson, Tony Porter, September 24, 2009

Canada Among Nations: As Others See Us (panel discussion and book launch) Paul Heinbecker, Jorge Heine, Ernie Regehr, Cyrus Rustomjee, Ramesh Thakur, May 5, 2010

Reporting to Canadians in a Changing World Nahlah Ayed, Patrick Martin, Bill Graveland, Martin Regg Cohn and Paul Wells, June 23, 2010

Book Launches

Energy Futures Report Launch Louise Fréchette, February 4, 2010, Ottawa, Canada

Global Economic Governance Book Launch Thomas A. Bernes, Jennifer Hillman, Rohinton Medhora, Sisule F. Musundu, Jeremy de Beer, Debra Steger, February 9, 2010, Ottawa, Canada

Canada Among Nations: As Others See Us Book Launch Paul Heinbecker, Jorge Heine, Ernie Regehr, Ramesh Thakur, May 6, 2010, Ottawa, Canada

Community events

Innovating Away from Aid Dambisa Moyo, Stanley Knowles Humanitarian Service Lecture, presented in conjunction with the University of Waterloo, November 13, 2009

Cinema Series Small public lectures presented in concert with films such as *Paris 1919*, and *The Rescue*. Speakers have included: Richard Brouillette, Gerry Flahive, and Joanna Quinn.



More than 300 people attended Bruce Riedel's lecture at CIGI in April 2010, entitled *Obama's War*. The former U.S. government adviser spoke on Afghanistan and Pakistan.

Publications

Special Reports

Program Review: The Government of Canada's Experience Eliminating the Deficit, 1994-99 — A Canadian Case Study

Jocelyne Bourgon, *Special Report* (September 2009)

China and the Financial Crisis

CIGI/Chinese Academy of Social Sciences Task Force, Task Force Report No. 2 (September 2009)

The Effects of the World Financial Crisis on Developing Countries: An Initial Assessment

A Report of The CIGI Task Force by Marcelo de Paiva Abreu, Manmohan Agarwal, Sergey Kadochnikov, Mia Mikic, John Whalley and Yu Yongding (September 2009)

CIGI Special G20 Report: Flashpoints for the Pittsburgh Summit

Edited by Andrew F. Cooper and Daniel Schwanen (September 2009)

Environmental Sustainability and the Financial Crisis: Linkages and Policy Recommendations

CIGI Working Group on Environment and Resources (September 2009)

The Future of the International Monetary Fund: A Canadian Perspective

Bessma Momani, Debra Steger, Eric Helleiner, Thomas A. Bernes, Eric Santor, Randall Gemain, C. Scott Clark, Dane Rowlands, Robert Lavigne, Roy Culpepper, and James A. Haley, *CIGI-CIC Special Report* (September 2009)

Climate Change in Africa: Adaptation, Mitigation and Governance Challenges

Dennis Willms, Erica Dybenko, Hany Besada, Karolina Werner, Nelson Sewankambo, Franklyn Lisk, John David Kabasa, Christopher Garimoi Orach, James Baanabe Isingoma, and Irene Sage (November 2009)

The Financial Stability Board: An Effective Fourth Pillar of Global Economic Governance?

Edited by Stephany Griffith-Jones, Eric Helleiner and Ngaire Woods (June 2010)

Leadership and the Global Governance Agenda: Three Voices

Alan A. Alexandroff, David Shorr, Wang Zaibang (June 2010)

Working Papers

Participation of Small Developing Economies in the Governance of the Multilateral Trading System

Richard L. Bernal, *Working Paper No. 44* (December 2009)

Reframing Global Environmental Governance: Results of a CIGI/CIS Collaboration

Jennifer Clapp, Steven Bernstein and Matthew Hoffmann, *Working Paper No. 45* (December 2009)

The Obama Administration and Latin America: Towards a New Partnership?

Daniel P. Erikson, *Working Paper No. 46* (April 2010)

Approaches to Fostering Productivity Growth in Brazil, China and India

John Whalley, Manmohan Agarwal and Yao Li, *Working Paper No. 47* (May 2010)

Policy Briefs

Bridging the North-South Divide on Climate Post-Copenhagen

John Whalley and Sean Walsh, *Policy Brief No. 17* (December 2009)

Developing Countries – even China – Cannot Rescue the World Economy

Manmohan Agarwal, *Policy Brief No. 18* (January 2010)

The Environment and Corporate Governance in Zimbabwe

Karolina Werner and Hany Besada, *Policy Brief No. 19* (July 2010)

Conference Reports

Down and Almost Out in Geneva: A Time for Reflection on the Future of the Multilateral Trading System

E. Daniel Ciuriak, with Simon J. Evenett, Henry Lotin and John M. Curtis (August 2009)

Iraq's New Reality: The Impact of Conflict on Minorities, Refugees and the Internally Displaced

Elena McGovern, and Matt Eason and Breanne Carter, *Publication No. 1* (October 2009)

Iraq's New Reality: Ensuring Security and Setting the National Security Agenda

Elena McGovern, *Publication No. 2* (October 2009)

Climate Change and the Trading System

E. Daniel Ciuriak and Bob Johnstone (November 2009)

Iraq's New Reality: The Politics of Governance and Federalism

Asfia Tareen, *Publication No. 3* (December 2009)

CIGI '09: Towards a Global New Deal

Agata Antkiewicz and Manmohan Agarwal, *Report on a Conference October 2-4, 2009* (January 2010)

Iraq's New Reality: Finding Its Role in the Middle East

Elena McGovern, *Publication No. 4* (March 2010)

Africa's Climate Change Reality: The African Initiative Congress on Climate Change

Erica Dybenko and CIGI Publications (May 2010)

CIGI G20 Papers

The Financial Stability Board and International Standards

Eric Helleiner, *Paper No. 1* (June 2010)

Making the G20 Summit Process Work: Some Proposals for Improving Effectiveness and Legitimacy

Barry Carin, Paul Heinbecker, Gordon Smith, Ramesh Thakur, *Paper No. 2* (June 2010)

The G20 and the Post-Crisis Economic Order

Andrew F. Cooper and Colin I. Bradford Jr., *Paper No. 3* (June 2010)

The G20 Framework for Strong, Sustainable and Balanced Growth: A Study in Credible Cooperation

Daniel Schwanen, *Paper No. 4* (June 2010)

National Perspectives on Global Leadership Soundings

The National Perspectives on Global Leadership (NPGL) project reports on public perceptions of national leaders' performance at important international events. The July 2009 series explored the performance of national leaders at the G8 Summit in Italy. Another series looked at perceptions of how individual leaders at the G20 Summit in Pittsburgh in September 2009 advanced national economic interests, enhanced their geopolitical status, and reassured publics; the fourth NPGL installation analyzed the role of the G8 in the G20 era and the portrayals and public perceptions of G20 initiatives, achievements and conflicts. Countries surveyed for the NPGL series include: Argentina, Australia, Brazil, Canada, China, France, Germany, Japan, Mexico, South Africa, Turkey, the United Kingdom and the United States.

Nuclear Energy Futures Papers

From Nuclear Energy to the Bomb: The Proliferation Potential of New Nuclear Energy Programs

Justin Alger, *Nuclear Energy Futures Paper No. 6* (September 2009)

The US Nuclear Industry: Current Status and Prospects under the Obama Administration

Sharon Squassoni, *Nuclear Energy Futures Paper No. 7* (November 2009)

The Canadian Nuclear Industry: Status and Prospects

John Cadham, *Nuclear Energy Futures Paper No. 8* (November 2009)

The Indian Nuclear Industry: Status and Prospects

M. V. Ramana, *Nuclear Energy Futures Paper No. 9* (December 2009)

US International Nuclear Energy Policy: Change and Continuity

Miles A. Pomper, *Nuclear Energy Futures Paper No. 10* (January 2010)



Nigeria and Nuclear Energy: Plans and Prospects

Nathaniel Lowbeer-Lewis, *Nuclear Energy Futures Paper No. 11* (January 2010)

The Future of Nuclear Energy to 2030 and Its Implications for Safety, Security and Nonproliferation

Trevor Findlay, *Nuclear Energy Futures Project Report Overview* (February 2010)

Nuclear Energy and Governance to 2030: An Action Plan

Louise Frechette and Trevor Findlay, *Nuclear Energy Futures Project Report* (February 2010)

Caribbean Papers

The Caribbean Papers Summaries: Released and Forthcoming
(November 2009)

Caribbean Regional Governance and the Sovereignty/Statehood Problem

Matthew Louis Bishop and Anthony Payne, *Caribbean Paper No. 8* (January 2010)

The Communications Industry in the Caribbean: Issues, Challenges and Opportunities

Indiana Minto-Coy and Hopeton Dunn, *Caribbean Paper No. 9* (May 2010)

Afghanistan Papers

Afghanistan's Alternatives for Peace, Governance and Development: Transforming Subjects to Citizens and Rulers to Civil Servants

M. Nazif Shahrani, *Afghanistan Paper No. 2* (August 2009)

Ending the Agony: Seven Moves to Stabilize Afghanistan

Christopher Alexander, *Afghanistan Paper No. 3* (February 2010)

A Plan to Stabilize Afghanistan Shahmahmood Miakhel

Afghanistan Paper No. 4 (May 2010)

The Taliban Beyond the Pashtuns

Antonio Giustozzi, *Afghanistan Paper No. 5* (July 2010)

Obama's New "Af-Pak" Strategy: Can "Clear, Hold Build, Transfer" Work?

C. Christine Fair, *Afghanistan Paper No. 6* (July 2010)

Security Sector Reform Monitor

CIGI's Security Sector Governance Project's major initiative in 2009-10 was the *Security Sector Reform Monitor*, a quarterly publication that tracks 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 14 volumes over the 12-month period. The project, partially funded by the Swiss-based International Security Sector Advisory Team, will reach its conclusion by mid-2011.

Books

The Future of the Dollar

Edited by Eric Helleiner and Jonathan Kirshner
Cornell University Press (August 2009)

Chinese translation of "Emerging Powers in Global Governance: Lessons from the Heiligendam Process"

Book edited by Andrew F. Cooper and Agata Antkiewicz. (Published by Shanghai People's Publishing House in association with the Shanghai International Studies University.) (August 2009)

India's Economic Future: Education, Technology, Energy and Environment

Book edited by Manmohan Agarwal
Social Sciences Press (September 2009)

The Global Food Crisis: Governance Challenges and Opportunities

Edited by Jennifer Clapp and Marc J. Cohen
CIGI/Wilfrid Laurier University Press (October 2009)

Which Way Latin America? Hemispheric Politics Meets Globalization

Edited by Andrew F. Cooper and Jorge Heine. CIGI/United Nations University Press (November 2009)

From Civil Strife to Peace Building: Examining Private Sector Involvement in West African Reconstruction

Edited by Hany Besada. CIGI/Wilfrid Laurier University Press (November 2009)

Redesigning the World Trade Organization for the Twenty-first Century

Edited by Debra Steger. CIGI/Wilfrid Laurier University Press (December 2009)

Global Finance in Crisis: The Politics of International Regulatory Change

Eric Helleiner, Stefano Pagliari, and Hubert Zimmermann. Routledge (December 2009)

Canada Among Nations, 2009-10: As Others See Us

Edited by Paul Heinbecker and Fen Hampson.
McGill-Queen's University Press (February 2010)

Global Governance and the UN: An Unfinished Journey

Edited by Thomas G. Weiss and Ramesh Thakur. Indiana University Press (March 2010)

Backpacks Full of Hope: The UN Mission in Haiti

Eduardo Aldunate. CIGI/Wilfrid Laurier University Press (March 2010)

Rising States, Rising Institutions: Challenges for Global Governance

Edited by Andrew F. Cooper and Alan S. Alexandroff.
CIGI/Brookings Institution Press (April 2010)

From Desolation to Reconstruction: Iraq's Troubled Journey

Bessma Momani and Mokhtar Lamani. CIGI/Wilfrid Laurier University Press (May 2010)

Crafting an African Security Architecture: Addressing Regional Peace and Conflict in the 21st Century

Edited by Hany Besada Ashgate (July 2010)

Web Commentaries

The World Summit on Food Security and the People's Forum: Same Problem, Different Takes

Jennifer Clapp (November 27, 2009)

Moving the G20 Forward: From Private Wrongs to Public Goods

Andrew F. Cooper and Andrew Schrumm (November 27, 2009)

Is the Copenhagen Accord Really "Nopenhagen"?

John Whalley (December 21, 2009)

G20 Faces Its Most Difficult Test Yet on Financial Reform

Eric Helleiner (April 27, 2010)

When Good Intentions Are Not Enough: Lessons of Past Cooperation Attempts for the G20 Stability Framework

Daniel Schwanen and Pierre Siklos (May 14, 2010)

G20 Must Take a Broader Approach to Food Security

Jennifer Clapp (May 14, 2010)

Smaller Developing Countries and the G20: Ensuring Their Voices are Heard

Rohinton Medhora (May 14, 2010)

Self-Restraint and the G20: Stay Focused and Build New Consensus

Gregory Chin (May 24, 2010)

Does the US Still Think of Itself as Number One? Yes...and No!

Colin I. Bradford Jr. (May 31, 2010)

G20 Membership Process: The Unspoken Issues

Andrew F. Cooper (June 7, 2010)

International Trade: The Forgotten Agenda Item — Do No Harm!

John Curtis (June 9, 2010)

The G20 and Climate Change: The Quintessential Global Governance Issue

Gordon Smith and Paul Heinbecker (June 9, 2010)

China the Part-Time Global Leader

Alan S. Alexandroff (June 14, 2010)

China, the Developing Countries and the G20

John Whalley and Manmohan Agarwal (June 16, 2010)

An Outside-the-Box Approach to Climate Change Negotiations

Barry Carin (June 18, 2010)

Limits and Possibilities: What to Expect from the G20

Manmohan Agarwal (June 18, 2010)

Peer Pressure to Meet G20 Commitments: A Promising Innovation?

Jorge Braga de Macedo (June 23, 2010)

Political Realities Will Test the G20's Plan for Financial Stability

Bessma Momani (June 23, 2010)



Auditors' Report on Summarized Financial Statements

To the Directors of The Centre for International Governance Innovation

The accompanying summarized balance sheet and statement of revenue, expenses and changes in fund balances are derived from the complete financial statements of The Centre for International Governance Innovation as at July 31, 2010 and for the year then ended on which we expressed an opinion without reservation in our report dated October 1, 2010. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the organization's financial position, results of operations and changes in fund balances, reference should be made to the related complete financial statements.

Zeifmans LLP

Chartered Accountants
Licensed Public Accountants
Toronto, Ontario, October 1, 2010

Notes

The Centre for International Governance Innovation (the "Organization") 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.

Summarized Balance Sheet As at July 31, 2010

	Long Term Endowment
Current Assets	
Cash and Cash Equivalents	\$26,742,222
Accounts Receivable	240,092
Prepaid Expenses	-
	26,982,314
Other Assets	
Capital Assets	-
Portfolio Investments	31,732,310
Investment in IGLOO Inc.	-
	31,732,310
TOTAL ASSETS	\$58,714,624
Current Liabilities	
Bank Indebtedness	\$ -
Accounts Payable and Deferred Revenue	375,918
Current Portion of Long Term Liability	-
Unrealized Loss on Forward Contracts	217,652
	593,570
Long-Term Liabilities	
Amount Payable	-
	593,570
TOTAL LIABILITIES	593,570
Fund Balances	
Invested in capital assets	-
Restricted	58,121,054
Internally Restricted	-
Unrestricted	-
	58,121,054
TOTAL FUND BALANCES	58,121,054
TOTAL LIABILITIES AND FUND BALANCES	\$58,714,624
Summarized Statement of Revenue, Expenses and Changes in Fund Balances For the year ended July 31, 2010	
Revenue	
Unrealized Investment Income (Loss)	\$ -
Gain on Sale of Assets	-
Government Grants	-
Donations and Other	7,000,000
Share of Loss on Investment	-
Realized Investment Income (Loss)	-
Total Revenue	7,000,000
Expenses	
Research, Conferences and Partnerships	-
IGLOO Technology	-
Sponsorship Donations	-
Technical Support	-
Administrative	-
Amortization	-
Facilities	-
Total Expenses	-
Excess of Revenue over Expenses (Expenses over Revenue)	7,000,000
Interfund Transfers	1,132,608
Fund Balances, Beginning of the Year	49,988,446
Fund Balances, End of the Year	\$58,121,054

Operating and Capital	Sub Total	Restricted Funds					2010 Total	2009 Total
		Africa	J Holmes	Decade	Musagetes	Campus		
\$257,413	\$26,999,635	\$419,378	\$ -	\$699,527	\$982,040	\$8,122,168	\$37,222,748	\$21,200,771
491,992	732,084	13,031	-	18,764	-	2,337,962	3,101,841	176,787
166,616	166,616	5,000	-	-	-	-	171,616	332,121
916,021	27,898,335	437,409	-	718,291	982,040	10,460,130	40,496,205	21,709,679
6,564,408	6,564,408	-	-	-	-	16,826,411	23,390,819	9,189,558
3,833,503	35,565,813	8,369,857	401,714	20,067,281	25,130,250	47,028,781	136,563,696	96,510,526
671,064	671,064	-	-	-	-	-	671,064	2,103,419
11,068,975	42,801,285	8,369,857	401,714	20,067,281	25,130,250	63,855,192	160,625,579	107,803,503
\$11,984,996	\$70,699,620	\$8,807,266	\$401,714	\$20,785,572	\$26,112,290	\$74,315,322	\$201,121,784	\$129,513,182
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$1,145,873
725,739	1,101,657	27,050	-	239,745	-	2,818,654	4,187,106	1,331,229
42,817	42,817	-	-	-	-	-	42,817	52,176
	217,652	-	-	-	-	-	217,652	13,283
768,556	1,362,126	27,050	-	239,745	-	2,818,654	4,447,575	2,542,561
72,640	72,640	-	-	-	-	-	72,640	114,131
841,196	1,434,766	27,050	-	239,745	-	2,818,654	4,520,215	2,656,692
6,323,365	6,323,365	-	-	-	-	-	6,323,365	6,504,960
-	58,121,054	8,780,216	401,714	20,545,827	26,112,290	70,296,668	184,257,769	113,842,959
-	-	-	-	-	-	1,200,000	1,200,000	-
4,820,435	4,820,435	-	-	-	-	-	4,820,435	6,508,571
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
\$11,984,996	\$70,699,620	\$8,807,266	\$401,714	\$20,785,572	\$26,112,290	\$74,315,322	\$201,121,784	\$129,513,182
\$754,447	\$754,447	\$(234,116)	\$ -	\$388,796	\$2,435,391	\$(477,956)	\$2,866,562	\$1,818,831
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	16,184,582	16,184,582	745,708
104,761	7,104,761	-	15,552	49,755	-	51,200,000	58,370,068	925,968
(1,432,355)	(1,432,355)	-	-	-	-	-	(1,432,355)	(1,253,749)
4,826,755	4,826,755	428,355	1,472	1,441,886	(568,562)	482,382	6,612,288	(5,501,045)
4,253,608	11,253,608	194,239	17,024	1,880,437	1,866,829	67,389,008	82,601,145	(3,264,287)
2,942,165	2,942,165	859,111	6,450	4,010,008	-	180,327	7,998,061	7,727,513
-	-	-	-	-	-	-	-	717,846
-	-	-	-	-	1,050,000	-	1,050,000	500,000
266,914	266,914	15,128	9,257	404,373	-	5,881	701,553	532,108
1,280,326	1,280,326	243,342	805	530,627	-	161,739	2,216,839	1,297,021
420,346	420,346	-	-	-	-	-	420,346	397,485
184,909	184,909	-	-	248,141	-	36,217	469,267	339,841
5,094,660	5,094,660	1,117,581	16,512	5,193,149	1,050,000	384,164	12,856,066	11,511,814
(841,052)	6,158,948	(923,342)	512	(3,312,712)	816,829	67,004,844	69,745,079	(14,776,101)
(1,028,679)	103,929	330,833	(2,921)	1,277,469	-	(1,709,310)	-	-
13,013,531	63,001,977	9,372,725	404,123	22,581,070	25,295,461	6,201,134	126,856,490	141,632,591
\$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

A snapshot of personnel as of July 31, 2010.

Operating Board of Directors

Jim Balsillie
Chair of the Board

Scott Burk

Kendall Cork

Cosimo Fiorenza
Secretary

Dennis Kavelman
Treasurer

Deborah Lyons

International Board of Governors

Dr. Jorge Braga de Macedo

Dr. Ahmed Galal

Ms. Maureen O'Neil

His Excellency Andrés Rozental

Dr. Diana Tussie

Prof. Ngaire Woods

Dr. Rohinton Medhora

Senior Management

Thomas A. Bernes
Acting Executive Director
Vice President of Programs

Jason J. Blackstock
Strategic Advisor

Daniel Schwanen
Special Advisor, Programs

Mohamed Hamoodi
Vice President of Government Affairs

Neve Peric
Vice President of Operations

Max Brem
Senior Director for Publications

J. Fred Kuntz
Senior Director of Communications
and Public Affairs

Mark Menard
Senior Director of Finance

Greg Brennan
Director of Facilities

Peggy Dix
Director of Accounting and Administration

Joseph Fung
Director of IT and Collaboration Strategies

CIGI Fellows

Alan S. Alexandroff
Senior Fellow

Manmohan Agarwal
Senior Visiting Fellow

Jason J. Blackstock
Fellow

Stephen Blank
Senior Fellow

Colin Bradford
Senior Fellow

Barry Carin
Senior Fellow

Gregory Chin
Senior Fellow

Stephen Clarkson
Senior Fellow

Andrew F. Cooper
Distinguished Fellow

John M. Curtis
Distinguished Fellow

Trevor Findlay
Senior Fellow

Louise Fréchette
Distinguished Fellow

Patricia Goff
Senior Fellow

Paul Heinbecker
Distinguished Fellow

Jorge Heine
Distinguished Fellow

Keith W. Hipel
Senior Fellow

Bessma Momani
Senior Fellow

Mark Sedra
Senior Fellow

Pierre Siklos
Senior Fellow

Gordon Smith
Distinguished Fellow

Debra Steger
Senior Fellow

John Whalley
Distinguished Fellow

CIGI Staff

Shelley Anderson
Finance Assistant

Carla Angulo Pasel
Research Officer

Agata Antkiewicz
Senior Researcher

Anne Blayney
Event Coordinator

Carol Bonnett
Publications Editor

Ibi Brown
Research Assistant

Matthew Bunch
Publications Assistant

Geoff Burt
Project Officer Intern

Steve Cross
Media Designer

Brandon Currie
Online Content Editor

Briton Dowhaniuk
Event Coordinator

Erica Dybenko
Africa Initiative Project Manager

Badye Essid
Economist

Shannon Feldman
Research Assistant

Colleen Fitzpatrick
Community Relations and Events Manager

Allison Fox
Library Services Manager

Derek Hall
Web Developer

Jessica Hanson
Publications Coordinator

Kathryn Hart
Woerner House Coordinator

Robert Harvey
Driver/Facilities Assistant

Jill Healey
IT Assistant

Susan Hirst
Acting Human Resources Manager

Meagan Kay
Research Assistant

Edmond Kwan
Network and System Administrator

Deanne Leifso
Research Officer

Darcy Manderson
IT Support Manager

Mike Middleton
Content Services Assistant

Annie Monterio
Receptionist

Dillon Moore
Acting Manager of Content Services

Nigel Moore
Student Research Assistant

Zachary Osborne
Collections Librarian

Zoe Robaey
Hertie Intern

Lisa Schaefer
Employee Relations Manager

Mary-Lou Schagena
Communications Specialist

Andrew Schrumm
Partnerships Manager

Alexandra Stephenson
Executive Assistant

Joe Turcotte
Research Assistant

Som Tsoi
Senior Developer

Sean Walsh
Research Assistant

Karolina Werner
Project Manager, Africa Portal

Stephanie Woodburn
Administrative Assistant/Database
Administrator

Brenda Woods
Executive Assistant

Allison Yanke
Events Assistant



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