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CIGI AROUND THE WORLD
This map shows many of the global locations of CIGI conferences, workshops, outreach activities or network partners in 2012 – indexed to references in the annual report text.



THE CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION
ANNUAL REPORT
2012

About this map

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THE CENTRE FOR INTERNATIONAL
GOVERNANCE INNOVATION
**ANNUAL
REPORT
2012**



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The lobby of The Centre for International Governance Innovation (CIGI), on the site of a former Seagram distillery in Waterloo, Ontario, Canada.

About CIGI

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

- **VISION**
CIGI strives to be the world's leading think tank on international governance, with recognized impact on significant global problems.
- **MISSION**
CIGI will build bridges from knowledge to power, by conducting world-leading research and analysis, and influencing policy makers to innovate.
- **BELIEFS**
CIGI believes that better international governance can improve the lives of people everywhere, by increasing prosperity, ensuring global sustainability, addressing inequality and safeguarding human rights, and promoting a more secure world.



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



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



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



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

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CIGI Chair Jim Balsillie welcomes new President Rohinton P. Medhora and looks forward to CIGI's second decade of research and impact.

Chair's Message

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

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

Also in September 2011, as part of CIGI's anniversary, we hosted a unique conference of leading Canadian and international policy experts to explore the ability of think tanks to influence policy and effect change in an age of social media. The conference, which asked Can Think Tanks Make a Difference?, went beyond a resounding "yes," concluding with recommendations that organizations like CIGI continue to build on excellent empirical

research, while excelling in communications to the wider public and fostering networks of influence that cross the silos of government, business, academia and not-for-profit organizations.

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

I am grateful to the support of CIGI experts in supporting my work as a member of the United Nations Secretary-General's High-level Panel on Global Sustainability, which issued its report in early 2012 and provides new thinking on how to achieve green economic growth.

All of CIGI's initiatives in recent years have benefitted greatly from the strong leadership of Thomas A. Bernes, CIGI's executive director since 2009, who stepped down this past year. We thank Tom for his vision and commitment in advancing CIGI's mission, and are pleased that he continues with CIGI as a distinguished fellow.

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

CIGI's Operating Board of Directors welcomed two new members in 2011-12: former Canadian deputy minister of finance C. Scott Clark and Arif Z. Lalani, who was, at the time, director-general for strategic policy at the Department of Foreign Affairs and International Trade Canada and has since been appointed Canada's ambassador to the United Arab Emirates.

On behalf of the board, I wish to thank CIGI's valued partners — the governments of Canada and Ontario, the City of Waterloo and our local community, and various organizations locally and globally — for their continued support of CIGI's important mission.

— **Jim Balsillie**
Chair, Operating Board of Directors



CIGI President Rohinton P. Medhora points to the think tank's growing reputation in the global policy community as a "do" tank.

President's Message

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

I am also grateful to CIGI's board for the opportunity to take this organization forward in the fulfillment of its mandate. CIGI sets high goals for itself as a think tank, striving also to earn a reputation as a "do" tank, one with immediate relevance to the practical world of policy making, and one that is building a track record of impact and influence.

We are pleased to be receiving external recognition in this regard. During CIGI's tenth anniversary celebrations this past year, Stewart Patrick of the Council on Foreign Relations stated that "CIGI has established itself as the premier institution studying global institutional reform" — and similar testimonials were received from others in diplomatic and policy circles.

This annual report cites 97 CIGI publications issued in 2011-12 and more than 70 events held during the year. But several of CIGI's achievements in 2011-12 stand out, including:

- Our continuing work on the G20 process as the world's premier forum for macroeconomic coordination, including: the CIGI '11 conference, *An Unfinished House*, exploring the continuing gaps in global governance; a special report on the G20's accomplishments and challenges in advance of the June 2012 leaders' summit in Mexico; and recognition in the leaders' final declaration of the Think 20, a new and continuing informal consortium of G20 research centres in which CIGI played a seminal role.
- Also in June, the culmination of a two-year project with the publication of a CIGI special report by CIGI Senior Fellow Trevor Findlay, recommending strengthening and reform of the International Atomic Energy Association — concrete policy ideas that received global attention.
- A series of CIGI workshops in collaboration with the International Federation of

the Red Cross and Red Crescent Societies, to shape international policy approaches to succeed the UN's Millennium Development Goals in 2015.

- Through our continuing partnership with the Institute for New Economic Thinking (INET), the announcement of another \$4 million in joint research grants and a joint CIGI-INET conference in Waterloo in 2012 on ongoing sovereign debt crises, most notably in the euro zone.

Going forward, CIGI will continue to build on its successes to date, taking guidance from the board as we develop the projects that address the world's most pressing problems and the governance innovations that could provide solutions. In this worthwhile pursuit, I am grateful for the insights, hard work and support of all of CIGI's staff, fellows, boards and our ever-widening network of colleagues, partners and associates in the broader policy and research communities.

— **Rohinton P. Medhora**
President, CIGI



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

Focus of CIGI Research Programs

CIGI's mandate is driven by a series of questions around the future of global society, recognizing that there are large concerns that cannot be addressed by a single sovereign state government. CIGI's research programs identify the areas in which the world faces its greatest challenges, both now and over the coming decade. CIGI's research strategy acknowledges that issues in the following four themes will overlap and, thus, encourages researchers to collaborate across the program areas.

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 in 2008-09, which gave impetus to the formation of the G20 leaders' summits — a development for which CIGI experts had advocated. In 2011-12, this program explored such areas as macroeconomic coordination, global financial regulation and sovereign debt restructuring,

GLOBAL SECURITY

The global security environment has changed dramatically during the past decade. We live in a world in which perceptions about key security challenges differ not only among the great powers of the international system, but also from one region of the globe to another. The program focuses on a range of issues in global security, conflict management and governance, including regional security, Responsibility to Protect, Arctic governance and Internet security and governance.

ENVIRONMENT AND ENERGY

Planet Earth faces severe and growing stresses as a result of human development and consumption. In 2012, the Environment and Energy Program at CIGI focused on climate change, geoengineering, sustainable economics, alternative energy, and agriculture and food security.

GLOBAL DEVELOPMENT

CIGI's Global Development Program focuses on the importance of systemic coherence and shared responsibility for overcoming global and international challenges to equitable growth and sustainable development. The overall goal of the 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.



Former Canadian and Mexican leaders Paul Martin (left) and Ernesto Zedillo opened CIGI '11, CIGI's annual fall conference, with a public panel. Chrystia Freeland (right), editor of Thomson Reuters Digital, moderated the event, which was titled Governance Blueprints from Global Leaders.

Global Economy

IN 2011-12, CIGI's Global Economy Program continued its work on addressing the need for sustainable and balanced economic growth. The importance of improved governance in the global economy remained heightened by the lingering effects of the global financial crisis that began in 2008, and by the sovereign debt crises that plagued the euro zone throughout the year. Under the leadership of James A. Haley, who joined CIGI as program director in January 2012, the program defined three areas of focus: macroeconomic regulation (such as fiscal, monetary and exchange rate policies), financial regulation (such as requirements on capitalization of banks) and trade policy.

CIGI's G20 WORKING GROUP

With two summits — Cannes, France and Los Cabos, Mexico — occurring in 2011-12, the G20 was an especially busy file for CIGI. Throughout the year, CIGI conducted an active agenda of research, policy analysis, conferences and workshops on advancing the G20 process, and played a leading role in coordinating a network of international research organizations focused on G20 issues and challenges.

In October 2011, CIGI's annual fall conference tackled questions regarding gaps in international governance, focusing on the major governance challenges related to CIGI's research themes and aligned with the priorities of the 2012 Mexican Presidency of the G20. Titled CIGI '11 — An Unfinished House: Filling the Gaps in International Governance, it opened with a public panel — the first at the new CIGI Auditorium — between former Prime Minister of Canada Paul Martin and former Mexican President Ernesto Zedillo, and moderated by Chrystia Freeland, editor of Thomson Reuters Digital. The two former leaders articulated contrasting views on the effectiveness of the G20, but agreed on other issues, such as the need for imminent, coordinated action to right the global economy. Martin also opened the conference with an introduction of Ambassador Lourdes Aranda, Deputy Foreign Minister of Mexico and G20 Sherpa of the Los Cabos G20 Summit, who delivered the conference charge. Conference sessions were led by an array of global policy researchers and practitioners and focused on four key questions: What are the most important gaps in the mandates and resources of the existing spectrum of international organizations and international governance arrangements? Are there critical gaps in the coordinating mechanisms to address spillover and external effects, and to ensure coherence? Are there

early-harvest recommendations on how, in 2012, Mexico can best build on work already done in the area? And, what are the most promising areas of collaborative research for a "think tank network"?

In their conference report, CIGI Senior Publications Adviser Max Brem and CIGI G20 Project Officer Deanne Leifso outline the sessions' conclusions on how critical gaps in almost every sector of global governance and coordination arrangements are impeding progress in addressing a wide range of the world's most pressing challenges. These include: fragmented environmental governance; the Financial Stability Board's (FSB) inadequate mandate, authority and resources; a lack of international jurisdiction and regulation to avoid ad hoc responses to capital flows; the need for improved collaboration among the International Monetary Fund (IMF), the G20 and the Organisation for Economic Cooperation and Development (OECD); and no "rules of the game" to deal with unsustainable debt burdens of sovereign states. The report also detailed troubling gaps in the global governance of cybersecurity, science and technology, urbanization, migration and energy.

In the lead-up to the sixth G20 summit held in Cannes, France, in November 2011, CIGI published a collection of commentaries offering policy analysis and recommendations. In *Prescriptions for the G20: The Cannes Summit and Beyond*, CIGI experts address some of the most critical issues facing the G20 — securing economic recovery and growth, global imbalances, food security, employment, anti-corruption, international trade and the G20 process itself. The commentaries also contex-



Members of CIGI's G20 Working Group, from left, James A. Haley, Colin Bradford and Andrew F. Cooper hold a media briefing at the Los Cabos G20 Summit in June 2012. Interviews given at the summit resulted in CIGI being cited in major media outlets such as BBC World, *China Daily USA*, *International Business Times*, *The Globe and Mail* and *The Wall Street Journal*.

tualized the summit with regard to the "Occupy" demonstrations that were indicative of a growing mistrust in the ability of governments and the G20 to respond to current problems.

Senior Fellows Gregory Chin and Daniel Schwanen, and Vice President of Public Affairs Fred Kuntz, represented CIGI at the Cannes summit. The group provided expert commentary on emerging G20 issues and held formal briefings in the international media centre, on issues related to the G20 process, including China and the G20, employment and analysis of the summit's final communiqué. These media briefings, combined with interviews given by CIGI's G20 experts onsite, resulted in more than 215 media clips. Many of these interviews were with top Canadian and international media outlets, including: Associated Press, BBC Brazil, BNN, CTV News, *The Globe and Mail*, *Maclean's* and *The New York Times*.

In February 2012, at the invitation of the Mexican presidency of the G20, CIGI joined a group of research institutions for a "Think 20" meeting in Mexico City, hosted by the Mexican Council on Foreign Relations (COMEXI). The meeting provided ideas and recommendations from an international gathering of representatives of think tanks and research institutions to the Mexican G20 Sherpa, Ambassador Aranda. The meeting focused on the G20 process, including "greening" the G20 agenda; building greater credibility as vital hub of leadership and action; and how to make the summit meeting format more productive. Ambassador Aranda presented the Think20 chair's summary to

the G20 Sherpas in mid-March, in time for consideration at the June summit. This work was carried out with the aid of a grant from the International Development Research Centre, Ottawa, Canada.

During and immediately following the Cannes summit, Senior Fellow Colin Bradford led a team of international contributors for the sixth installment of the National Perspectives on Global Leadership (NPGL) Soundings Series. The series is a joint CIGI-Brookings Institution project that enlists experts from G20 countries to observe and assess, through the lens of the media in their national capitals, the performance of G20 leaders at summits. The NPGL group of experts from 13 G20 nations concluded that while the Cannes summit was dominated by the 2011 euro crisis, the summit did succeed in raising the profile of the G20 in some countries, and the national priorities of G20 leaders were reflected in their respective national media.

In the lead-up to the Los Cabos summit in June 2012, CIGI experts published *Perspectives on the G20: The Los Cabos Summit and Beyond*. The series of commentaries offered policy analysis and prescriptions on all aspects of the G20 agenda, with an immediate focus on the challenges facing G20 nations as they prepared for the summit. These challenges included: strengthening the financial system and fostering financial inclusion; improving the international financial architecture; achieving necessary economic stabilization and structural reforms; enhancing food security and addressing commodity food price volatility; the promotion of sustainable

development and green growth; and improving the G20 process.

At Los Cabos, Director of the Global Economy Program James A. Haley, Fellows Colin Bradford and Andrew F. Cooper, and Vice President of Public Affairs Fred Kuntz represented CIGI, with the support of Multimedia Editor Kristopher Young. The group published blog posts and video interviews for www.cigionline.org on topics ranging from the governance challenges heading into the summit, the shifting role of the G20 and the rise of the BRICS (Brazil, Russia, India and South Africa) countries. Through well-attended media briefings and one-on-one interviews, CIGI experts also provided commentary for international media at Los Cabos. These resulted in CIGI being cited in major media outlets, some of which included: BBC World, *China Daily USA*, *International Business Times*, *The Globe and Mail* and *The Wall Street Journal*. The rest of CIGI's G20 Working Group were also busy during the summit, giving off-site media interviews to major publications such as *The Christian Science Monitor*, *Emerging Markets Magazine*, the *Financial Times* and the *South China Morning Post*. The summit concluded on a high note for CIGI, with yet another example of the think tank's G20 impact and influence: the final declaration agreed to by all G20 nations at Los Cabos included specific praise for the CIGI-led Think 20 collaboration of G20 think tanks.

Following the Los Cabos summit, CIGI published *NPGL Soundings Series No. 7*, which revealed that national media in 12 G20 capitals reflected a



Executive Director Thomas A. Bernes welcomes delegates to the Sovereign Debtors in Distress conference in February 2012. The conference marked the first joint CIGI-INET conference held in Canada and convened leading experts from around the world on the global economy.

mixed but clear picture of outcomes from the summit. Most reported that the euro zone crisis did not overwhelm the summit, as was the case at Cannes. The FSB report to the G20 on financial regulatory reform received virtually no attention and, despite Mexico's efforts, green growth was not the priority many hoped it would be.

Throughout the year, CIGI continued to support the co-sponsored Brookings-CIGI Seminar Series, which is geared toward the international policy community in Washington, DC. Speakers and topics for the 2011-12 series included: Arvind Virmani, executive director of the IMF for India, on IMF quota formula reform; Brookings Senior Fellow Homi Kharas on global development cooperation and effectiveness; and John Lipsky, former deputy managing director of the IMF, on the G20's Mutual Assessment Process (MAP).

CIGI-INET PARTNERSHIP

During 2011-12, CIGI strengthened the five-year partnership it began in January 2011 with the

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

RESEARCH GRANTS

In August 2011, CIGI and INET announced the call for proposals for their Fall 2011 Grant Program. As in previous rounds, grants ranged in value from \$25,000 to \$250,000, for research in areas of vital importance to the field of economics, including: economic linkages; global interdependencies; sustainable economics; and economic history. Five Canadians were among 29 recipients of a total of \$4 million in grants for research projects in the Fall 2011 round, awarded in early 2012. In May, CIGI and INET announced the call for proposals for the Spring 2012 round, which will focus on four key areas of research: financial instability and macro-economic management; the political economy of income and wealth distribution and inequality dynamics; governance of the international monetary

and financial systems; and the relationship between financial systems and innovation. The successful applicants of this round are expected to be announced in late 2012. To date, the organizations have awarded \$17.8 million in grants since the program's initial Fall 2010 round.

BRIDGING SILOS, BREAKING SILENCES CONFERENCE

In November 2011, CIGI co-sponsored INET's Bridging Silos, Breaking Silences: New Responses to Instability and Inequality conference, at New York's Desmond Tutu Center. The event was the inaugural conference of INET's Young Scholars Initiative (YSI), which seeks to foster new economic thinking in the next generation of researchers, to address the greatest challenges to the global economy since the Great Depression. The YSI model allows top emerging researchers in economics to interact with and learn from experienced policy practitioners and scholars, through traditional conference panels and smaller breakout sessions. At the conference, CIGI Distinguished Fellow Paul Jenkins was a respondent for a session titled Collective Action and Trust.

SOVEREIGN DEBTORS IN DISTRESS CONFERENCE

In February 2012, CIGI and INET hosted the conference *Sovereign Debtors in Distress: Are Our Institutions Up to the Challenge?*, at the CIGI Campus. The conference marked the first CIGI-INET annual conference held in Canada, and assembled some of the leading minds in economics to discuss one of the biggest challenges facing the global economy — how best to deal with heavily indebted sovereigns.

The Rt. Hon. Paul Martin, former prime minister of Canada, opened the conference with a keynote address on the need for a sovereign debt restructuring mechanism that would serve as a "global Chapter 11" rule. To address the many facets of sovereign debt, and the profound implications each can have on the global economy, sessions were organized into six themes:

- Sovereign Debt Excesses: Current Vulnerabilities in Historical Perspective;
- Experiences with Restructuring, Rescheduling and Default;
- The IMF and Severely Indebted Sovereigns: Does the IMF Smooth the Path toward or Hinder Resolution?;
- The European Debt Crisis: What Have We Learned about Handling Sovereign Debt Crises?;
- Do We Need Institutional Reform to Facilitate Orderly Debt Restructuring?;
- Round Table Discussion: A Road Map for Reform.

Participants brought a broad range of experience to these issues. Many had senior executive experience at international financial institutions, such as

the IMF and the European Central Bank, while others brought perspectives from the private sector, most notably, Soros Fund Management LLC Chair and INET founding sponsor George Soros, who also gave a keynote address.

PARADIGM LOST CONFERENCE

In April 2012, CIGI, INET and the Mercator Research Institute on Global Commons and Climate Change co-hosted INET's third annual plenary conference, *Paradigm Lost: Rethinking Economics and Politics*, at Berlin's Axica Conference Center adjacent to the famous Brandenburg Gate. About 300 scholars, students, journalists and policy makers convened in the eye of the European economic hurricane to reconsider conventional economic thinking.

CIGI Chair of Global Systems Thomas Homer-Dixon moderated a panel titled *Taking Stock of Complexity Economics: Which Problems Does It Illuminate?* Many of the CIGI-INET grantees attended *Paradigm Lost*, including CIGI Senior Fellow Pierre Siklos. The conference also featured a YSI Commons program that allowed hundreds of economics students from across the globe to participate in a vibrant parallel event to the main Berlin conference. The young scholars in the Commons were able to view the conference live through a private connection and meet and talk to the more than 90 conference participants, all of whom visited the Commons and engaged in challenging roundtable discussions. George Soros, Andrew Sheng, Joseph Stiglitz, James Heckman, Wendy Carlin, Joscha Fischer and Antonio Damasio all met with the students in the Commons.

STRENGTHENING THE FSB

As part of the Global Economy Program's work on financial regulation, CIGI, together with the Bank of Mexico and the Bank of Canada, sponsored a conference on strengthening the FSB, in Mexico City in April 2012. Bank of Canada Governor Mark Carney and his Bank of Mexico counterpart Augustin Carstens attended, as did a group of academics and senior policy makers. The conference opened with a keynote address from the late Sir Andrew Crockett, the first chair of the Financial Stability Forum, the precursor to the FSB.

The first conference session examined the role, institutional basis and governance of the FSB in the near future and in steady state. Other sessions looked at the relationship between the FSB, the G20, the standard-setting bodies and other international institutions, including the IMF, for the development and implementation of standards for the financial sector and the assessment of vulnerabilities; and the visibility and impact of the FSB. All sessions examined means for strengthening the FSB and fostered a fruitful exchange of ideas among members



INET's founding sponsor George Soros delivered a keynote address at the Sovereign Debtors conference. Soros also attended conference sessions and offered insights on the euro zone.

of the FSB Working Group on Governance and Resources, senior FSB plenary and G20 members and academic experts.

Also in April 2012, CIGI's policy outreach on financial regulation saw James A. Haley and CIGI Senior Fellow Bessma Momani attend the spring meetings of the IMF and World Bank Group in Washington, DC. Haley led a CIGI-Brookings panel on the G20's Mutual Assessment Process, while Ms. Momani provided feedback to the IMF's working group on jobs and inclusive growth.

EXPERT GROUP ON SOVEREIGN DEBT RESTRUCTURING

A central theme in the Global Economy Program is its focus on providing a framework for the timely, orderly sovereign debt restructuring. CIGI, in partnership with the Financing for Development Office of the United Nations Department of Economic and Social Affairs, organized an Expert Group Meeting on Sovereign Debt Restructuring in New York on May 20. James A. Haley was the CIGI lead on the project, with support from CIGI Senior Researcher Agata Antkiewicz. Participants

included leading experts representing international institutions, academia, private sector creditor groups and other market participants, G24, civil society and policy makers, as well as the facilitator and negotiator of the UN second committee debt resolution. Meeting at the UN headquarters, the expert group considered a range of issues, including ex ante incentive structures and institutional arrangements that facilitate or impede restructuring, recent developments with respect to voluntary debt exchanges, the outlook with respect to continued reliance on such mechanisms, and possible enhancements and alternatives to the status quo. Participants considered both the possible need for statutory mechanisms to facilitate timely restructuring and provide greater clarity on the rules by which sovereign debt restructuring will occur, and options under the voluntary contractual approach. A panel discussed the priority of, and prospects for, reforms to improve the architecture for debt restructuring. The meeting featured a frank discussion of possible measures to enhance the effectiveness of the debt restructuring process and, as a result, to improve the efficiency of global capital markets by reducing losses faced by creditors, sovereign borrowers and others adversely affected by the uncertainty surrounding potentially disruptive debt scenarios. Following the New York meeting, the group made plans for subsequent



In early 2012, Senior Fellow and China Research Chair Gregory Chin began the BRICS, Asia and International Monetary Reform project, focusing on the disjuncture between global markets and an international monetary system based on national currencies.

meetings in London and Tokyo, with plans to publish a report to be presented to the UN General Assembly in 2013.

INSTITUTIONAL VOIDS: GOVERNING A SYSTEM OF GLOBALIZED CAPITAL

In the second half of 2011, CIGI's Institutional Voids: Governing a System of Globalized Capital project began to take shape. Led by Senior Fellow Paul Blustein, the project focused on the heightened need for economic cooperation among major powers following the 2008 financial crisis, particularly on the issue of trade and capital flow imbalances, and in the area of financial regulation. CIGI published the first of two papers under this project, *A Flop and a Debacle: Inside the IMF's Global Rebalancing Acts*, in June 2012. In it, Blustein offers a detailed account of the IMF-led initiatives to address imbalances in the years prior to the crisis. Blustein's conclusion that IMF failures in addressing imbalances suggest the organization is poorly positioned to lead such efforts in the future is based on interviews with scores of policy makers who were involved, and on thousands of pages of confi-

dential documents that had never been previously disclosed.

CIGI published the second Institutional Voids paper in July 2012. *How Global Watchdogs Missed a World of Trouble* chronicles how international regulators failed to keep pace with the globalization of the financial system in the run-up to the financial crisis. In the paper, Blustein focuses on the Financial Stability Forum and, once again, provides extensive new information about pre-crisis policy based on confidential documents and interviews. By laying bare how poorly these institutions performed before the crisis, the papers help inform the debate on whether the current efforts to address these issues are on a more promising track.

BRICS, ASIA AND INTERNATIONAL MONETARY REFORM

In January 2012, CIGI Senior Fellow and China Research Chair Gregory Chin began the BRICS, Asia and International Monetary Reform project, focusing on the disjuncture between global markets and an international monetary system based on national currencies, which generates instability for global trade and finance. CIGI is partnering

with the Asian Development Bank (ADB) and the Hong Kong International Monetary Authority (HKIMR) for the project, which will explore the fundamental problems and challenges that have arisen in the international monetary system as the BRICS and Asian countries have become more integrated into the world economy. The project will support innovative research on: views from the BRICS and Asian countries on the systemic problems that are pushing countries to seek international monetary reforms (that is, the "need" behind the reform); the range of views from the BRICS and Asian countries, as well as regional considerations on the impact of the adjustment measures that key countries are already taking in response to the instability in the monetary system, including currency internationalization and options and preferences for orderly adjustment. Throughout 2012, CIGI researchers held consultations and planning meetings with senior policy officials in international financial institutions and the central monetary authorities of China, Hong Kong, Malaysia and Singapore, in preparation for a series of working papers to be presented and discussed at a conference at the HKIMR in late 2012. To date, the project has published a series of commentaries on the internationalization of the Chinese renminbi and the impact this is having on markets and monetary authorities in Asia.



In June 2012, Senior Fellow Trevor Findlay launched his special report, *Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA*, with CIGI-sponsored events in Vienna, London, Washington, Waterloo and Ottawa. The report was the culmination of a two-year, comprehensive study of the paramount institution for global nuclear governance and made scores of recommendations for reform.

Global Security

GLOBAL nuclear safety, security sector reform (SSR) and United Nations reform were the primary areas of research for CIGI's Global Security Program in 2011-12. CIGI, in conjunction with the Canadian Centre for Treaty Compliance (CCTC), completed the Strengthening and Reform of the International Atomic Energy Agency (IAEA) project, culminating in the publication of the report from a two-year comprehensive review of the agency. CIGI's UN project also published its final report, reviewing peacekeeping reforms implemented by the United Nations over the last 20 years. Also in 2011-12, 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. The Global Security Program also welcomed its new director, Fen Osler Hampson, who joined CIGI as a distinguished fellow in July 2012 and began identifying new research priorities for the program in 2012-13 and beyond.

STRENGTHENING AND REFORM OF THE IAEA

In June 2012, CIGI and the CCTC published the special report *Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA*. The report was the culmination of a study of the paramount institution for global nuclear governance, led by CIGI Senior Fellow and CCTC Director Trevor Findlay. The Strengthening and Reform of the IAEA project, which arose from the findings of CIGI-CCTC's Nuclear Energy Futures project in 2010, analyzed all aspects of the agency's mandate and operations — from major programs on safeguards, safety, security and the peaceful uses of nuclear energy to governance, management and finance. The project was amended to evaluate the IAEA's response to and handling of the Fukushima Daiichi nuclear disaster, following the earthquake and tsunami that hit Japan in March 2011. Findlay's report makes multiple recommendations, both strategic and programmatic, for strengthening and reform of the agency. These include: reforming the Board of Governors election process but avoiding expansion; limiting director general appointments to two consecutive four-year terms and appoint-

ing a true deputy director general; producing a strategic plan and devising a resource mobilization strategy; pursuing a post-Fukushima action plan for nuclear safety, including IAEA emergency preparedness and response; and boosting the IAEA's role in nuclear security.

CIGI presented the *Unleashing the Nuclear Watchdog* report through a series of launch events and public lectures at the Vienna Center for Disarmament and Non-Proliferation, Chatham House (London, UK), the Stockholm International Peace Research Institute North America (Washington, DC) and the CIGI Campus. CIGI also produced an interactive guide, the first for its website, which includes a timeline of events that have shaped how the IAEA and the international community have perceived and reacted to the pursuit of nuclear energy and nuclear weapons. The guide also features expert commentary and analysis from leading international experts, including: Martin B. Malin, executive director of the project Managing the Atom, Belfer Center for Science and International Affairs, Harvard University; Hossein Mousavian, Woodrow Wilson School of Public and International Affairs, Princeton University, and former ambassador of Iran to Germany and former spokesperson of the Iranian nuclear negotiation team; and Thomas R. Pickering, former US ambassador to the United Nations, and former undersecretary of state for political affairs. Within the first four months, the feature had received close to 1,200 visitors from 91 countries.

SECURITY SECTOR REFORM

In 2011-12, CIGI researchers continued their work in security sector reform (SSR), attempting to further deconstruct the SSR model, analyze its practical application in different contexts and offer advice on how to increase its effectiveness. Led by Senior Fellow Mark Sedra, CIGI researchers completed their Security Sector Governance project with the publication of the final seven installments of the SSR Issue Paper series. Authored by prominent practitioners in the field, policy makers, academics and informed observers, the SSR Issue Papers series combines analysis of current problems and challenges, and examines thematic and geographic topics relating to the most pressing SSR issues. Topics covered throughout the year's SSR Issue Papers included: regulating the private security industry in Haiti; engaging non-state actors in SSR; analyzing the European Union's police reform mission in the West Bank; security sector governance in Pakistan; and military justice and impunity in Mexico's drug war. In January 2012, one of the series authors, C. Christine Fair, an assistant professor at Georgetown University's Center for Peace and Security Studies, visited CIGI for the public event "Please Make it Stop! Traditional Portraiture in the Age of the Global 24-Hour News Cycle." This CIGI Signature Lecture, co-sponsored by the Canadian International Council's Waterloo Region branch, brought together Fair and her long-time friend, visual artist Daisy Rockwell, whose portrait subjects have included dictators, jihadists, terrorists and Arab Spring protesters.

UN PEACEKEEPING REFORM

In 2011-12, CIGI completed its two-year review of the evolving nature of UN peacekeeping operations. The project was led by Distinguished Fellow Louise Fréchette, who was UN Deputy Secretary-General from 1998 to 2006, during which time she oversaw the organization's reform initiatives. CIGI's UN Reform project explored how peacekeeping operations have expanded dramatically in the last two decades and are now multidimensional, with complex mandates in increasingly difficult and often dangerous environments. The project's findings are contained in the April 2012 CIGI paper *UN Peacekeeping: 20 Years of Reform*, which Fréchette wrote with the assistance of Research Officer Amanda Kristensen. This paper reviews key peacekeeping reforms implemented by the United Nations, discussing in particular: changes in peacekeeping doctrine stemming from the lessons learned from its experiences in Rwanda and the former Yugoslavia; changes in the UN's organizational structure to improve the administration and management of peacekeeping operations; systems put in place to recruit and deploy a vast number of mili-



The CIGI Paper *UN Peacekeeping: 20 Years of Reform* featured the findings of CIGI's two-year review of UN peacekeeping operations, such as the MINUSTAH mission, above, in Haiti.

tary, police and civilian personnel; improvements in training to adequately prepare people for field duty; modifications to budgetary and financial rules within the organization to facilitate expenditures for the rapid start-up of new missions; and revisions in logistics and procurement procedures to provide missions with basic equipment and commercial services required for new operations. Fréchette and Kristensen note that "while the reform process is often tortuous within the UN, real progress has been achieved in strengthening its capacity to implement the complex mandates given by the UN Security Council." But the authors conclude by cautioning that "serious weaknesses remain" and the UN "must make every effort to continue to improve its performance and learn from its experiences" to live up to its mission of ending conflicts and maintaining international peace and security.

AFGHANISTAN

Operating in tandem with the Security Sector Governance project, researchers in CIGI's Afghanistan project monitor and analyze developments in that country's post-conflict transition, with a particular focus on security issues. 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 2011-12, CIGI published three installments in the series, each focusing on a particular aspect of the global policy implications and lessons from Afghanistan.

In *The Triple Compact: Improving Accountability in State Building* (August 2011), Ben Rowswell, a Canadian diplomat and visiting scholar at Stanford University, proposes the establishment of a

triumvirate, involving the international community, the government and the people of Afghanistan, to ensure the needs of the population are upheld over those of the state in ending the conflict in Afghanistan.

In *Watching While the Frog Boils: Strategic Folly in the Afghan Security Sector* (October 2011), Christian Dennys, a researcher at the UK Defence Academy and former adviser to the Office of National Security Council in Kabul, explores international approaches to the Afghan security sector in the post-Taliban era. Dennys chronicles the confusion and ineffectiveness created when international missions attempt the simultaneous implementation of SSR, counterinsurgency and stabilization. The paper concludes that the lack of strategic direction and focus in the international intervention — as demonstrated by the evolution of UN Security Council resolutions, the series of international missions and interventions in the security sector, and the realities on the ground — has served both Afghanistan and its international partners poorly.

In *Afghanistan as a Test of Canadian Politics: What Did We Learn from the Experience?* (May 2012), Stephen M. Saideman, Canada Research Chair in International Security and Ethnic Conflict at McGill University, considers the lessons that can be drawn from the Canadian effort in Afghanistan, especially the challenges of trying to build security, governance and development in Kandahar. Saideman first examines how the Canadian Forces adapted over time, both in Afghanistan and in Ottawa, before then looking at the challenges presented by a minority government and what can be learned from this political context. Finally, Saideman examines what was learned about the constraining forces on Canadian defence policy — the official opposition and public opinion — and evaluates the consequences for Canada's next military engagement. He concludes by developing the implications for Canada's future missions.



UN Secretary-General Ban Ki-moon speaks at the UN Rio+20 Conference on Sustainable Development in June 2012. He was promoting the UN High-level Panel on Global Sustainability report, which built on recommendations from CIGI's Environment and Energy Program.

Environment and Energy

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

UN HIGH-LEVEL PANEL ON GLOBAL SUSTAINABILITY

CIGI continued to support the UN Secretary-General's High-level Panel on Global Sustainability in 2011-12, with its goal of formulating a new blueprint for sustainable growth. Mr. Balsillie was the only Canadian and the only member from the private sector named to the 22-person panel, which included former world leaders and is co-chaired by Finnish President Tarja Halonen and South African President Jacob Zuma. Supporting Mr. Balsillie in this role from CIGI were Distinguished Fellow

David Runnalls as "Sherpa," and, as advisers, Distinguished Fellow Paul Jenkins and Senior Visiting Fellow Simon Zadek. The panel presented its report, *Resilient People, Resilient Planet: A Future Worth Choosing*, to UN Secretary-General Ban Ki-moon in January 2012 in Addis Ababa. The report outlines current "drivers of change" and efforts to achieve sustainable development, offering policy prescriptions in three thematic areas: empowering people to make sustainable choices; working toward a sustainable economy; and strengthening institutional governance. It concludes with 56 recommendations for achieving sustainable development across the three areas.

GEOENGINEERING OUR CLIMATE

CIGI's Geoengineering Our Climate project charted the rapid emergence of concepts for intentionally modifying the global climate — known as geoengineering — into the scientific, policy and public discussions surrounding climate change. The project focused on the international governance framework for the various geoengineering modalities being proposed across the globe. Through a series of workshops, joint publications and a con-

ference, the project framed national and regional perspectives on geoengineering in a global context. In January 2012, CIGI co-hosted the Geoengineering Our Climate: Science, Ethics and Governance conference in Ottawa. The conference convened leading international academics and practitioners to explore the broader ethical, social and geopolitical implications of geoengineering.

SUSTAINABLE ECONOMICS AND CLIMATE GOVERNANCE

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

In December 2011, at the 17th Conference of Parties (COP 17) of the United Nations Framework Convention on Climate Change in Durban, South Africa, CIGI released the special report *Taking Global Climate Governance Beyond 2012: Reflections on CIGI '10*. The report's authors, Senior Fellow Jason Blackstock and BSIA Ph.D. student Manjana Milkoreit, present the insights generated during the October 2010 international conference, CIGI '10: Climate of Action, held at CIGI.

Global Development

IN 2011-12, CIGI's Global Development Program focused on the importance of systemic coherence and shared responsibility for overcoming global and international challenges to equitable growth and sustainable development. The overall goal of the 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 develops options for supporting the reorganization of the global development system, to respond to significant changes in the global context. The research aims to build a 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. CIGI's three major activities in this research stream for the year were: the Toward a Post-2015 Development Paradigm project, the Africa Initiative and the Emerging Donors project.

TOWARD A POST-2015 DEVELOPMENT PARADIGM

The Toward a Post-2015 Development Paradigm project began in 2011, as a joint initiative between CIGI and the International Federation of Red Cross and Red Crescent societies, to conduct critical examinations of policy options for a future set of development goals. The first phase convened expert groups to shape international policy approaches to succeed the United Nations Millennium Development Goals (MDGs) in 2015. The MDGs are a set of eight targets, established by the UN in 2000, to mobilize national and collective efforts on critical development issues to be met by 2015. CIGI's Post-2015 project is led by Senior Fellow Barry Carin.

In 2011, CIGI and IFRC assembled a group of development and governance experts to explore a range of research questions and create a set of recommendations for international action. These experts considered issues of development and sustainability in the spirit that efforts should be measurable and enduring. This work resulted in the first set of potential successor goals to the MDGs. They have been cited by a number of national governments and international development organizations. In January 2012, UK Member of Parliament for Harrow West Gareth Thomas cited the CIGI-IFRC report from the project's first phase, during a Commons debate in Westminster Hall. Thomas began his question on "what the Government are doing to help galvanize international action to secure a glob-



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

al development agreement for 2015 onwards" by acknowledging CIGI's work in this area. "Perhaps the most interesting specific proposals come from the International Committee of the Red Cross and The Centre for International Governance Innovation," Thomas said. "They have proposed 12 new goals that seek to build on existing MDGs while reflecting the changed international context, and they include new methods for devising targets and accounting for progress."

In April 2012, CIGI and the Korean Development Institute (KDI) co-hosted a conference at the Organisation for Economic Co-operation and Development (OECD) headquarters in Paris, France. Statisticians, metrics and issue experts, and development practitioners convened to discuss the options for indicators to underpin potential post-2015 development goals. The following month, CIGI and KDI published the conference report *Post-2015 Goals, Targets and Indicators* by Senior Fellow Barry Carin and Research Assistant Nicole Bates-Eamer, which reviews a menu of indicators for the candidate goals to inform the future process of selecting the successors to the MDGs.

Following the Paris conference, project researchers began a series of regional consultations in the summer and fall of 2012, in partnership with: Fundação Getulio Vargas (Brazil); International Development Law Unit, Centre for Human Rights, University of Pretoria (South Africa); IFRC; International Poverty Reduction Center (China); KDI; OECD; and the Tata Center for Disaster Management (India). In June and July 2012, consultations were held

in Beijing, Seoul and Pretoria, while others were planned for Mumbai and Rio de Janeiro, beyond CIGI's fiscal year. The objective of these consultations is to solicit regional responses to the potential goals and encourage the debate to contribute to the post-2015 framework, with a special report of the project's findings presented to UN bodies in early November 2012.

AFRICA INITIATIVE

The Africa Initiative is a multi-year, donor-supported project jointly undertaken by CIGI in cooperation with Makerere University in Uganda and the South African Institute of International Affairs. It creates knowledge-sharing opportunities, building capacity in Africa with a focus on five thematic areas: conflict resolution, energy, food security, health and migration, with special attention paid to the crosscutting issue of climate change. Throughout 2011-12, CIGI continued its support of the Africa Initiative and helped to drive its three main components: the research program, which supports innovative field-based research in the social and physical sciences, and aims to inform and influence African policy making; the exchange program, which supports short-term academic placements for Africa- and Canada-based graduate students undertaking research on Africa; and the Africa Portal, an online knowledge resource for policy-related issues on Africa that equips users

with research and information and provides a platform to publish work on areas of concern to policy makers and the public.

In August 2011, the Africa Initiative announced 15 Africa-based recipients of its Graduate Research Grants, which support short-term academic placements for Ph.D. and master's students enrolled in African and Canadian universities. In this round, \$10,000 each was awarded to 15 students to carry out research at host universities across Canada. Leading Canadian universities — including the University of Waterloo, the University of British Columbia, York University, McGill University, McMaster University and the University of Ottawa, among others — hosted graduate students from universities in Ghana, Nigeria, Uganda, Rwanda, Ethiopia, Kenya, Tanzania and South Africa.

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

In April 2012, the Africa Initiative Graduate Research Grant program announced its support for 10 Africa-based and 10 Canada-based graduate students, with more than \$200,000 in funding to facilitate research on critical issues facing Africa. The program offers up-and-coming scholars on Africa an opportunity to deepen their on-the-ground experience and apply their research in new, cross-continental settings. April 2012 also saw the Africa Initiative announce the second round of its research grants, which sent leading scholars to 15 African countries for policy-relevant research. The grants of up to \$15,000 are intended to help the researchers focus on topics including food security, the engagement of emerging donors and other serious policy challenges facing Africa.

The CIGI-Africa Initiative Discussion Papers Series and CIGI-Africa Initiative Policy Brief Series present the findings of Africa Initiative researchers and grant recipients. The policy brief series presents analysis and commentary emerging from field-based research on issues critical to the continent. Findings and recommendations in this peer-reviewed series aim to inform policy making and to contribute to the overall African research enterprise. The discussion paper series presents policy-relevant, field-based research that promotes discussion and advances knowledge on issues relevant to policy makers and opinion leaders in Africa. Papers in this series are written by experienced African and Canadian researchers, and have gone through the grant review process.



Among the many projects the Africa Initiative supported during the year was a study of the relationship among urban health, migration and HIV rates in South Africa.

This was the first full year of the Africa Portal, an online knowledge resource for policy-related issues on Africa, which is a joint undertaking by the Africa Initiative partners. The Africa Portal offers open access to a suite of features, including an online library collection, a resource for opinion and analysis, an experts directory, an international events calendar and a mobile technology component. A key feature to the Africa Portal is the online library collection holding over 5,000 books, journals and digital documents related to African policy issues. The entire online repository is open access and available for free full-text download. A portion of the documents in the library have been digitized for the first time as an undertaking of the Africa Portal project. Facilitating new digitization projects is a core feature of the Africa Portal, which aims to improve access and visibility for African research.

In 2011-12, the Africa Portal received more than 120,000 worldwide visits and continued to build on strong engagement in Africa. The website received visitors from all 54 states in Africa and its top five global traffic hubs were located in Kampala, Accra, Nairobi, Addis Ababa and Lagos. The Africa Portal published 27 original backgrounders, nine opinion pieces and four interviews during the year.

In June 2012, the Africa Portal "soft launched" an interactive blog, Community of Practice, that features important policy research topics and trends in Africa. Contributors include top researchers and practitioners conducting field-based research in Africa. The blog shares their work and documents

both the challenges and learning that emerge from their efforts to inform African policy making. Following the blog's official launch in July 2012, Community of Practice began attracting interest from major media outlets. Editors from *The Guardian* approached Africa Portal staff to express interest in a content partnership for the newspaper's forthcoming Africa blog. Under the terms of the agreement, blog posts appearing on the Community of Practice blog will be re-published on *The Guardian* website, one of the world's top online news sources with more than four million daily users.

Throughout the year, CIGI and Africa Initiative researchers held policy consultations with officials from various African governments. In November 2011, CIGI hosted a meeting between Africa Initiative researchers and the High Commissioner from South Africa to Canada. In January 2012, CIGI hosted the Namibian Standing Committee on Foreign Affairs, Defence and Security. CIGI representatives took the opportunity to introduce current programming and discuss priorities with the delegation.

EMERGING DONORS

During the year, CIGI launched the Emerging Donors project, under the leadership of Senior Fellow and China Research Chair Gregory Chin. The research focuses on public and private financing mechanisms for the provision of global public goods, including public-private partnerships. Attention is also given to the potential role of the private sector in contributing to global development. The project examines the role of the rising donors (Brazil, China, India, South Africa), the "N11" donors (South Korea, Chile, Mexico), established non-DAC (OECD's Development Assistance Committee) donors (Gulf States, Russia) and non-state donors (philanthropic and private sector donors) in driving innovation in global development.

Starting in fall 2011, Emerging Donors researchers began an extensive series of policy outreach activities with key development agencies and practitioners in the relevant regions. This included meetings and workshops with researchers at the International Poverty Reduction Center of China in Beijing and with the co-director of the OECD DAC Poverty Reduction Network's China project, as well as with the International Policy Centre for Inclusive Growth and the United Nations Development Programme. Throughout the year, Emerging Donors researchers published commentaries and policy briefs on topics such as Russia's apparent "return" to international donor status, the re-mapping of global development and the role of Brazil as an emerging environmental donor.



Vice President of Programs David Dewitt introduces Roger Martin, dean of the Rotman School of Management at the University of Toronto, appearing on the screen above. Martin gave the opening keynote via video link at the Can Think Tanks Make a Difference? conference in September 2011.

Can Think Tanks Make a Difference?

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

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

CIGI also used the milestone anniversary as an opportunity to take stock of the evolving role of think tanks in general. In September 2011, CIGI hosted the one-day conference *Can Think Tanks Make a Difference?*, which convened global policy researchers and practitioners for discussions on the role of social media in policy innovation, whether governments care more about politics than policy, and the issue of influence — who has it and how to get it. Roger Martin, dean of the Rotman School of Management at the University of Toronto, delivered the keynote address titled "The Paradox of Think Tank Innovation" via video link from London, England.

A published conference report cited examples of the "profoundly positive influence" think tanks

can have on policy innovation and specific methods for achieving that goal. These included: communicating in plain language; influencing public opinion to get governments to act; and establishing credibility with high-quality, timely research and a keen understanding of the political process.

CIGI's anniversary celebrations were capped off with a September 2011 gala for invited guests, fellows and staff, held in the CIGI Atrium. The evening featured a formal dinner and presentation of the tribute video, followed by entertainment from comic Steve Patterson, host of CBC's *The Debaters*.

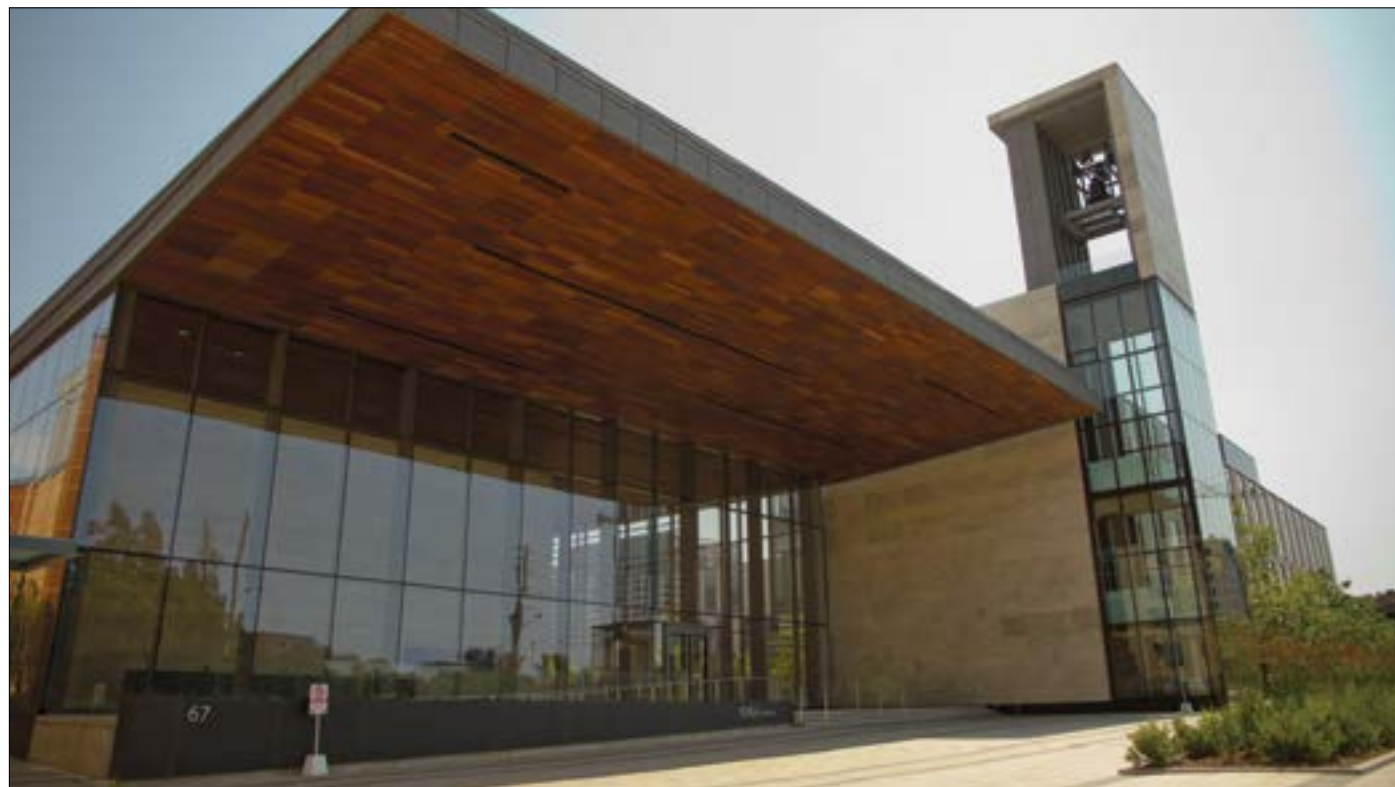


Other panellists included Antonia Mutoro, executive director of the Institute for Policy Analysis and Research, left, and former Prime Minister of Canada Kim Campbell.



CBC anchor Peter Mansbridge moderated the conference session on policy innovation in the age of social media.





The CIGI Campus opened in September 2011, with a week-long program of events that coincided with CIGI's tenth anniversary celebration.

Grand Opening of CIGI Campus

FOLLOWING two years of construction, the CIGI Campus officially opened in September 2011 and was finally completed in December 2011.

The CIGI Campus, which cost \$70 million to build, received a total of \$50 million in construction funding from the federal and provincial governments, as well as a generous donation from CIGI chair and founder Jim Balsillie. The City of Waterloo donated the land in a 99-year lease.

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

Campus completion allowed for the opening of a permanent home for the Balsillie School of International Affairs (BSIA), which was founded in 2007, but had been splitting its classes over the campuses of the two partner universities, Wilfrid Laurier University and the University of Waterloo.

The BSIA hosted its own slate of opening events, including a dinner featuring a keynote address by Timothy Wirth, president of the United Nations Foundation and former US senator, and a faculty debate on Canada's role in the Arab Spring, which was moderated by special guest Dr. James Orbinski.



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

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

The opening week concluded with CIGI's participation in *Doors Open Waterloo Region*, during which more than 2,000 people toured the new campus. Videos about CIGI's founding and the award-winning campus design, by Toronto architects KPMB, were shown in the splendid new 250-

seat CIGI Auditorium. The auditorium will feature CIGI's continuing series of public lectures, as well as a wide range of events organized by other community groups and sponsored by CIGI.

The campus courtyard features a public art installation by artist Richard Fleischner. It combines a landscape of geometric objects as well as copper discs — embedded in an unseen map of the world — that mark 19 historic milestones in international governance.

In April 2012, an agreement between CIGI and York University to deliver an international law program at the CIGI Campus did not proceed, after faculty at York's Osgoode Hall Law School reversed an earlier conditional vote to support the partnership. CIGI remains committed to pursuing the important purpose of the program — supporting excellence in policy-relevant research by practitioners, academics and other experts.

In addition to housing CIGI and the BSIA, the overall CIGI Campus, which includes the new structures as well as the historic Seagram distillery warehouse building, is also home to the Academic Council of United Nations Systems, the International Migration Research Centre, the Japan Futures Initiative, Project Ploughshares and the Musagetes Foundation's Waterloo office. In time, it will also be home to the proposed new research program in international law and other initiatives that are compatible with CIGI's mission and the original vision for the campus — that is, a hub of related programs and activities producing innovative ideas for greater global prosperity, equality, sustainability and security.



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



Shirley Blumberg, senior partner at KPMB Architects, discusses the award-winning design of the campus.



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



CIGI Chair Jim Balsillie uses his BlackBerry to ring the campus bells during the opening festivities.



The CIGI Campus courtyard features a public art installation by artist Richard Fleischner.



BSIA students listen to a presentation from CIGI Distinguished Fellow and former Canadian Ambassador to the United Nations Paul Heinbecker in March 2012 — one of many instances of the school benefitting from its link to a think tank.

Academic Partnership

FOUNDED in 2007, the Balsillie School of International Affairs (BSIA) is a three-way partnership among Wilfrid Laurier University (Laurier) and the University of Waterloo (UW) — two of Canada's premier universities — and CIGI. There are more than 60 affiliated faculty teaching in the three programs currently associated with the Balsillie School: the Ph.D. in Global Governance, the Master's in Global Governance and the Master's in International Public Policy.

Across the two master's programs are about 30 CIGI Junior Fellows. The program provides master's level students with mentorship opportunities from senior scholars and policy makers. Working under the direction of a project leader, each junior fellow conducts research in one of CIGI's program areas, producing policy briefs that may be eligible for publication by CIGI. At the Ph.D. level are 24 Balsillie Doctoral Fellows, 12 each at Laurier and UW, who each receive research scholarships of up to \$25,000.

For the BSIA, 2011-12 was a year of firsts. The school held the first classes in its permanent home at the CIGI Campus, graduated its inaugural class of Ph.D. students, held its inaugural Multidisciplinary Graduate Student Conference on Global Governance and, with CIGI, began work on the first publications in the CIGI-BSIA Policy Brief Series and CIGI Junior Fellows Policy Brief Series.

In October 2011, three Ph.D. candidates in Global Governance from the class of 2007 graduated, while three others entered the final stages of defending their theses. The same month, the BSIA student community hosted the conference *Imagining Global Governance — Change and Continuity*. It provided an opportunity for BSIA students to present and challenge ongoing local research, and to reach out to academic institutions around the globe to build a strong and vibrant network of students, scholars and practitioners from a diversity of disciplines and professions related to global governance. Professor Robert Cox, professor emeritus at York University and a visiting scholar at the BSIA, delivered the opening keynote lecture, "The Economic Crisis in the West and the Future of World Order."

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

"provides ironclad safeguards for academic freedom and integrity."

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

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

Through the year, the BSIA continued its monthly International Governance Speakers Series. This series provides all students and faculty with an opportunity for close interaction with leading scholars as well as practitioners of global governance in a seminar setting.



CIGI Collaborative Research Award recipient Dejan Guzina, second from left, discusses his project on state building in the Western Balkans with His Royal Highness Crown Prince Alexander II, right, during the Royal Family of Serbia's visit to the CIGI Campus in 2012. At left is project participant Branka Marijan, who is a Ph.D. student at the Balsillie School of International Affairs.

Collaborative Research Awards

IN May 2012, CIGI announced its support for 10 research projects directed by faculty members at Wilfrid Laurier University and the University of Waterloo, under the CIGI Collaborative Research Awards (CRA) program. The funding contributes to CIGI's mission to produce academically rigorous, world-leading research that promotes policy innovation in global governance. The selected proposals each align with one of CIGI's four research themes. The interdisciplinary projects will support field research activities, produce CIGI publications, and convene workshops and seminars. Applications were peer reviewed by the CIGI Research Advisory Committee, which includes representatives from CIGI, Wilfrid Laurier, the University of Waterloo and the Balsillie School of International Affairs (BSIA). The following are recipients and principal investigators of the 2011-12 CIGI CRA:

- **The Case for the International Governance of Intellectual Property Rights**
Joel Blit, Department of Economics, University of Waterloo
- **Implementing Agenda 21 through Local Agenda 21s: An International Study to Improve Collaborative Governance Structures and Green Economy Outcomes**
Amelia Clarke, School of Environment, Enterprise and Development, University of Waterloo
- **Internationalization of Indigenous Rights and Governance Project**
Ken Coates, Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, and Terry Mitchell, Department of Psychology, Wilfrid Laurier University
- **Diasporas, Development and Governance in the Global South**
Jonathan Crush, BSIA; Manmohan Agarwal, CIGI; and Margaret Walton-Roberts, International Migration Research Centre, Wilfrid Laurier University
- **Vertical Integration and the United Nations Peacebuilding Architecture**
Timothy Donais, Department of Global Studies, Wilfrid Laurier University/BSIA
- **The European Union and State Building in Fragile States (the Western Balkans)**
Dejan Guzina, Department of Political Science, Wilfrid Laurier University
- **East Asia—Arctic Relations: Boundary, Security and International Politics**
Kimie Hara, Department of History and Political Science, Keiko and Charles Belair Centre for East Asian Studies, Renison University College/University of Waterloo
- **From Recipients to Donors: Development Assistance from Brazil and China**
Kathryn Hochstetler, Department of Political Science, University of Waterloo/BSIA
- **The Internationalization of the Arctic Council: Regional Governance under a Global Microscope**
P. Whitney Lackenbauer, Department of History, St. Jerome's University/University of Waterloo
- **Essays in Financial Governance: Promoting Cooperation in Financial Regulation and Policies**
Pierre Siklos, School of Business and Economics, Wilfrid Laurier University/BSIA

All of the 2012 awards were in the CRA Research Project category, in which up to \$30,000 is available. Awards are also available in two other categories, with up to \$15,000 and \$450,000 available respectively.

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



In June 2012, CIGI co-sponsored the iPolitics special report *Winning in a Changing World: Canada and Emerging Markets*. From left, co-authors Fen Hampson, Leonard Edwards, Derek Burney and Thomas d'Aquino (far right) present the report to Prime Minister Stephen Harper.

Influence and Impact

CIGI achieves policy relevance, influence and impact across its four program streams through its research, networks and partnerships. In 2011-12, CIGI formed research partnerships and held consultations with Canadian and foreign government officials, national and international policy-making bodies and leading international research institutions.

Following are highlights of CIGI's global research and policy outreach activities, in which CIGI experts had an opportunity to consult and share ideas with key policy makers and policy influencers.

CIGI's annual fall conference, held in October 2011 and titled *An Unfinished House: Filling the Gaps in International Governance*, featured prominent experts on global policy making. Among them were former Prime Minister of Canada Paul Martin and former President of Mexico Ernesto Zedillo, whose public panel, *Governance Blueprints from Global Leaders*, helped set the stage for the sessions to follow.

Also in October, researchers from the Global Development program met with the co-director of the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee's Poverty Reduction Network in Beijing, China, as part of the Emerging Donors project.

Through its continued partnership with the Institute for New Economic Thinking (INET), CIGI enjoyed strong representation at the Bridging Silos, *Breaking Silences: New Responses to Instability and Inequality* conference in New York, in November 2011. CIGI and INET also partnered to host the *Sovereign Debtors in Distress* conference in Waterloo, in February 2011, and, with the Mercator Research Institute, on *Global Commons and Climate Change, the Paradigm Lost: Rethinking Economics and Politics* conference in Berlin, in April 2012.

In December 2011, Senior Fellow Debra Steger attended the World Trade Organization's Ministerial Conference in Geneva, where she was a panellist at the International Centre for Trade and Sustainable Development's Trade and Development Symposium.

In January 2012, researchers from the BRICS (Brazil, Russia, India, China and South Africa), Asia and International Monetary Reform project met with project partners at the Hong Kong Monetary Authority's affiliated research centre the Hong Kong Institute for Monetary Research (HKIMR), and the Asian Development Bank (ADB), to discuss the scope and timelines for joint research and related activities.

Also in January, CIGI lent its support to the drafting of *Resilient People, Resilient Planet: A Future*

Worth Choosing, the final report of United Nations Secretary-General Ban Ki-moon's High-level Panel on Global Sustainability, which offered a new blueprint for sustainable growth globally.

CIGI was the Council of Councils' (CoC) sole Canadian member organization at the inaugural CoC conference in Washington, DC, in March 2012, which featured a presentation from then president of the World Bank, Robert B. Zoellick. Led by the Council for Foreign Relations, it is an international initiative to connect leading foreign policy institutes on issues of global governance and multilateral cooperation.

Together with the Bank of Mexico and the Bank of Canada, CIGI co-sponsored a conference on strengthening the Financial Stability Board (FSB) in April 2012 in Mexico City. Governors of both central banks, along with an impressive group of academics and senior policy makers, attended.

In June 2012, CIGI was front and centre at the 2012 G20 Summit in Los Cabos, Mexico. The summit's final declaration agreed to by all G20 nations included specific praise for the Think20 initiative, a CIGI-led collaboration of G20 think tanks.

June 2012 also marked the launch of CIGI's special report *Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA*, which examines all aspects of the International Atomic Energy Agency's mandate and operations. CIGI partnered with Chatham House, the Stockholm International Peace Research Institute and the Vienna Center for Disarmament and Non-Proliferation for official launch events in London, Vienna, Waterloo and Washington, DC.



CBC News senior correspondent Diana Swain makes a point as *Toronto Star* Washington correspondent Mitch Potter listens at the CIGI-Canada International Council annual media panel in May 2012. The panel was on *Bordered Biases: National Identity in World News Coverage*.

Knowledge Mobilization

CIGI's Public Affairs team continued to heighten the profile of CIGI's research programs and increase the level of audience engagement in 2011-12. Highlights included: CIGI tenth anniversary events and Campus opening events; supporting a special report with an international tour and online feature; creating a new CIGI blogging platform; a new blog for the Africa Initiative; and an innovative Google Ads campaign to increase web traffic.

COMMUNICATIONS

Through 2011-12, CIGI and its experts accumulated more than 3,900 mentions in broadcast, print and online media, a 26 percent increase over the previous year. CIGI continued to enjoy a truly global profile in this regard, with mentions in leading international media outlets that included the BBC, Al Jazeera, *Financial Times*, *The Guardian* and *The New York Times*, as well as a strong presence in Canadian media including the CBC, CTV, *The Globe and Mail*, *The National Post* and *The Toronto Star*. CIGI experts authored more than 120 unique op-eds, representing an increase of 85 percent over the previous year, some of which were syndicated in multiple publications internationally. CIGI also refined its outreach to journalists worldwide, for highly targeted distribution of news releases; this includes targeting by country, area of reporting and type of media outlet.

CIGI's Communications team continued to build the audience for its electronic newsletters in fiscal 2012, including the quarterly *CIGI Worldwide* and monthly newsletters for publications, events and the Africa Portal. This resulted in more than 2,100 new subscribers, largely from international policy organizations, an overall increase of 23 percent.

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

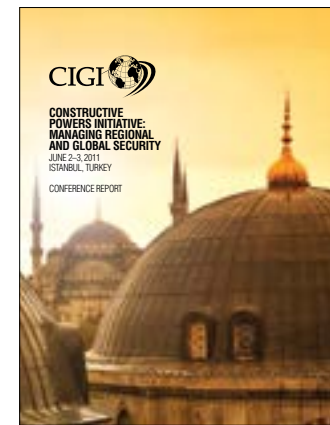
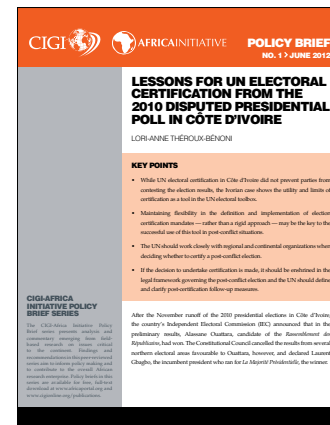
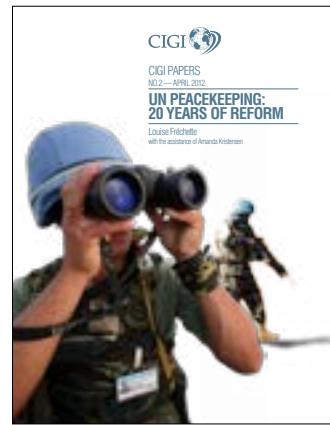
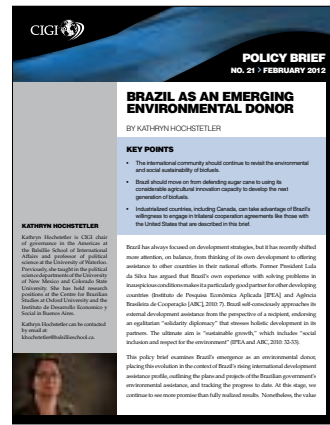
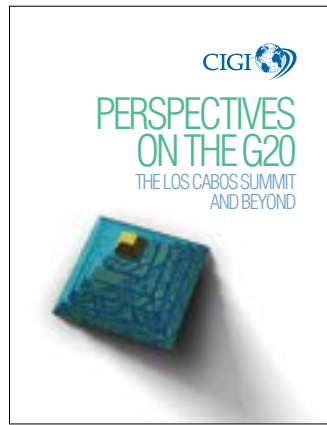
DIGITAL MEDIA

In 2011-12, the CIGI website continued to grow both in traffic and content. Over the course of the year, more than 238,000 visitors from 206 countries and territories came to CIGI's site, a 40 percent increase in visitors over the previous year. The site also experienced its highest weekly traffic numbers, with 6,118 unique visits during the lead-up to the Los Cabos G20 Summit in June 2012. Mobile visitors also more than doubled during the year, with more

than 11,000 visits from a broad range of devices. This growing online audience resulted in more content consumption, with nearly 13,000 publications downloads (a four percent increase) and over 73,000 video views (a 166 percent increase). Activity on CIGI's social media platforms continued to grow, with Facebook and Twitter remaining the top two referring sites, accounting for 20 percent of all traffic to CIGI's site.

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

CIGI also made greater use of the Google Grants program for not-for-profits to increase advertising on the Google search network; organizations that participate in this program must achieve certain benchmarks, such as a high user-click-through rate on search results. In the first month, CIGI's campaign resulted in a 32-percent increase in monthly visits, drawing more than 7,800 new visitors to the think tank's research, publications and activities.



CIGI Reports and Papers

CIGI published 97 official publications in 2011-12, a significant increase in output over the previous year. Publications of note were Trevor Findlay's special report, *Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA*, which was also released simultaneously as an ebook; the launch of several commentary series offering in-depth coverage by CIGI experts on particular areas of research; two compilation volumes of the joint CIGI-Brookings National Perspectives on Global Leadership Soundings Series; the launch of the CIGI-Africa Initiative paper and policy brief series; and the launch of a joint CIGI-BSIA policy brief series.

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

SPECIAL REPORTS

National Perspectives on Global Leadership during the Cannes G20 Summit
Colin Bradford, 12 countries surveyed

National Perspectives on Global Leadership during the Los Cabos G20 Summit
Colin Bradford, 14 countries surveyed

eDialogue Summary Report: Security Sector Transformation in North Africa and the Middle East
Mark Sedra and Geoff Burt

Prescriptions for the G20: The Cannes Summit and Beyond
CIGI Experts

Taking Global Climate Governance Beyond 2012: Reflections on CIGI'10
Manjana Milkoreit and Jason Blackstock

Perspectives on the G20: The Los Cabos Summit and Beyond
CIGI Experts

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA
Trevor Findlay

CIGI PAPERS

Fiscal Asymmetries and the Survival of the Euro Zone
Paul Masson (Paper No. 1)

UN Peacekeeping: 20 Years of Reform
Louise Fréchette with Amanda Kristensen (Paper No. 2)

Intellectual Property Rights and International Trade: An Overview
John M. Curtis (Paper No. 3)

A Flop and a Debacle: Inside the IMF's Global Rebalancing Acts
Paul Blustein (Paper No. 4)

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

CIGI POLICY BRIEFS

Brazil as an Emerging Environmental Donor
Kathryn Hochstetler (Brief No. 21)

This Time Is Not Different: Blaming Short Sellers
Pierre Siklos (Brief No. 22)

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

CONFERENCE REPORTS

How Are Key 21st Century Powers Arranging Themselves — For Competition, Coexistence or Cooperation?
Deanne Leifso

Toward a Post-2015 Development Paradigm (II)
Barry Carin and Mukesh Kapila

Constructive Powers Initiative: Managing Regional and Global Security
Paul Heinbecker, Fen Hampson and Meliha Altunisik

Can Think Tanks Make a Difference?
Ian Darragh

Post-2015 Goals, Targets and Indicators
Barry Carin and Nicole Bates-Eamer

An Unfinished House: Filling the Gaps in Global Governance
Max Brem with Deanne Leifso

COMMENTARIES

Game Changer in Global Security? China Launches Its First Aircraft Carrier
David Dewitt

No Fairy Tale at the Cannes G20 Summit
Barry Carin

The G20 Returns to Crisis Committee, with Positive and Negative Implications
Andrew F. Cooper

Giving Up (Some) Sovereignty Is Hard to Do: The Continuing Neglect of Global Economic Governance
Pierre Siklos

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

The G20 Batters Down the Hatches
Daniel Schwanen

Lagarde and the IMF: The Unlikely Winners of the Cannes G20 Summit
Bessma Momani

Greece 2011: Argentina in 2002 Redux
Andrew F. Cooper and Bessma Momani

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

A Changed Landscape and Future Portents: Reflections on China, American Business and US-China Relations 10 Years after WTO Accession
Robert Kapp (China & WTO commentary)

UN Panel Calls for Integration of Environment into International Economic Reforms
David Runnalls

Global Sustainability: Pursuing the Elusive Prize
Simon Zadek

History Lessons for the Euro Zone
James A. Haley

WTO Resilient but Changed after Ministerial
Debra Steger

Refuting Hegel? Striking the Right Balance between Financing and Adjustment in International Adjustment
James A. Haley

Russia as a Re-Emerging Donor: Catching Up in Africa
Gregory Chin and Anton Malkin

COMMENTARY SERIES: RECOVERY 2.0: RESTABILIZING THE WORLD ECONOMY

The Current Financial Turmoil: Coordination through Central Banks
Manmohan Agarwal

The Return of Financial Instability: What It Means for the Major Emerging Economies
John Whalley

China in the Current Financial Turmoil
Gregory Chin

Should We Be Feeling Secure? The Limits of International Regulatory Reform
Eric Helleiner

COMMENTARY SERIES: PRESCRIPTIONS FOR THE G20: THE CANNES SUMMIT AND BEYOND

New World, New Ideas?
Thomas A. Bernes

Securing Economic Recovery and Growth: The Imperative of International Policy Cooperation
Paul Jenkins

Unfinished Business: Priorities for the International Financial Regulatory Agenda
Eric Helleiner

Global Imbalances: Beyond the MAP and G20 Stovepiping
Gregory Chin

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

Employment and Fiscal Sustainability: Time for a G20-Business Pact
Daniel Schwanen

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

Revitalizing the International Trade Regime: A Call for the G20's Attention
John M. Curtis

Getting the Context Right: Essential to Assuring G20's Success
Gordon Smith

Inclusion vs. Exclusion: Addressing the Problem of Legitimacy
Deanne Leifso

G20 Summitry: The Need for Global Political Leadership
Colin Bradford

Beyond Cannes: Looking Ahead to 2012 and Mexico
Barry Carin

COMMENTARY SERIES: PERSPECTIVES ON THE G20: THE LOS CABOS SUMMIT

The State of the Global Economy: Economic Challenges at Los Cabos
James A. Haley

The Evolving Role of the G20
Gordon Smith

Global Imbalances
Manmohan Agarwal

Responsibility to Protect: A Vision for the Financial System
Pierre Siklos

Financial Stability Board: The Arduous Road to Mission Accomplished
Bessma Momani and Eric Helleiner

Global Leadership in Uncertain Times: Historical Perspectives and Current Challenges
James A. Haley

G20 and Food Security: Keep the Focus on Economic Policy Reform
Jennifer Clapp

A Green Economy for the Whole G20
Kathryn Hochstetler

Los Cabos and Climate Change: The Art of the Possible
Barry Carin

Toward a G20 Global Green Growth Strategy
Colin Bradford

Structural Reforms: Key to G20 Success
Daniel Schwanen

Fundamentals Lost: Failures of Policies and Governance to Promote Economic Growth
Paul Jenkins

IMF Reform
Thomas A. Bernes

COMMENTARY SERIES: G20 RAPID RESPONSES

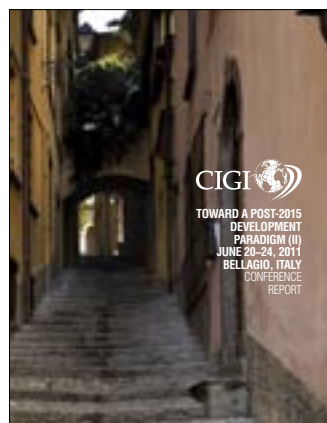
Moving the Global Governance Debate from Growth Versus Austerity to a Rebalancing of Prudence and Generosity
Andrew F. Cooper

Message Received. Will It Be Heeded?
James A. Haley

The G20 and Climate Change
Barry Carin

Progress Slow, but Los Cabos Keeps Innovation in Global Governance Moving Forward
Gordon Smith

View from the Ground at the Los Cabos Summit
Colin Bradford



COMMENTARY SERIES:
THE BRICS, ASIA
AND INTERNATIONAL
MONETARY REFORM

Off to the RMB Races — The
Singapore Stock Exchange
Gregory Chin

RMB Internationalization —
Singapore Style
Gregory Chin

Internationalizing the Yuan:
Completing the Circuit
Wang Yong

CIGI-AI DISCUSSION
PAPERS

How Perks for Delegates Can
Influence Peace Process Outcomes
Thomas Tiekou (Paper No. 3)

Promoting Reconciliation through
Exhuming and Identifying Victims in
the 1994 Rwandan Genocide
Erin Jessee (Paper No. 4)

Increasing the Uptake of HIV Testing
in Maternal Health in Malawi
Monique van Lettow et al. (Paper No. 5)

CIGI-AI POLICY BRIEFS

Lessons for UN Electoral
Certification from the 2010 Disputed
Presidential Poll in Côte d'Ivoire
Lori-Anne Théroux-Bénoni (Brief
No. 1)

Promoting Reconciliation through
Exhuming and Identifying Victims in
the 1994 Rwandan Genocide,
Erin Jessee (Brief No. 2)



Increasing the Uptake of HIV Testing
in Maternal Health in Malawi
Monique van Lettow et al. (Brief No. 3)

CIGI-BSIA POLICY BRIEFS

Neglected Dimensions of
Preparedness and Their
Consequences
Andrew S. Thompson and David A.
Welch (Brief No. 1)

SSR ISSUE PAPERS

Military Justice and Impunity in
Mexico's Drug War
Kristen Bricker (Paper No. 3)

Financing Security Sector Reform:
A Review of Official Development
Assistance Data
Alejandro Pachon (Paper No. 4)

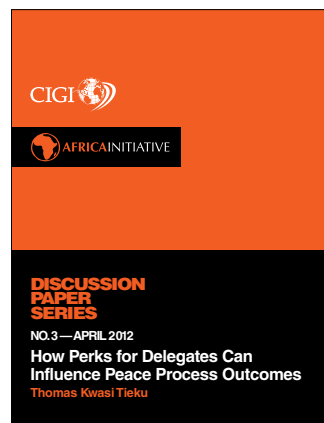
Security Sector Governance in
Pakistan: Progress, but Many
Challenges Persist
Christine Fair (Paper No. 5)

Strategic Support to Security Reform
in Afghanistan, 2001–2010
Christian Denny and Tom Hamilton-
Baillie (Paper No. 6)

Policing in Palestine: Analyzing the
EU Police Reform Mission in the
West Bank
Madeline Kristoff (Paper No. 7)

Towards a Non-State Security Sector
Reform Strategy
Michael Lawrence (Paper No. 8)

From Private Security to Public
Good: Regulating the Private
Security Sector in Haiti
Geoff Burt (Paper No. 9)



AFGHANISTAN PAPERS

The Triple Compact: Improving
Accountability in State Building
Ben Rowsell (Paper No. 8)

Watching While the Frog Boils:
Strategic Folly in the Afghanistan
Security Sector
Christian Denny (Paper No. 9)

Afghanistan as a Test of Canadian
Politics: What Did We Learn from
the Experience?
Stephen Saideman (Paper No. 10)

CARIBBEAN PAPERS

Fostering Growth and Development
in Small States through Disruptive
Change: A Case Study of the
Caribbean
Avinash Persaud (Paper No. 11)

Social Partnerships and
Development: Implications for the
Caribbean,
Indianna Minto-Coy (Paper No. 12)

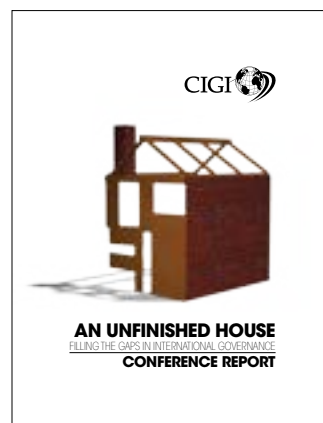
The Caribbean Maritime
Transportation Sector: Achieving
Sustainability through Efficiency
Fritz Pinnock and Ibrahim Ajagunna
(Paper No. 13)

BOOKS

Fixing Haiti: MINUSTAH and
Beyond
Jorge Heine and Andrew Thompson

Canada Among Nations, 2011–2012:
Canada and Mexico's Unfinished
Agenda
Edited by Alex Bugailiskis and Andrés
Rozenal

Unleashing the Nuclear Watchdog:
Strengthening and Reform of the
IAEA (eBook)
Trevor Findlay



In October 2011, Daniel W. Drezner, professor at the Fletcher School of Law and Diplomacy, delivered the first CIGI Signature Lecture in the CIGI Campus Auditorium — a critique of international relations theory based on his 2011 book, *Theories of International Politics and Zombies*.

Conferences, Workshops and Lectures

IN 2011-12, CIGI hosted or attended more than 70 events at both in-house and international venues, including conferences, workshops, public lectures and private consultations. To widen the reach and further engage audience members, CIGI webcasts all of its Waterloo-based public events to a global audience. Following are highlights from CIGI's 2011-12 event calendar, including those it hosted or sponsored, as well as those it attended as a participant (all events at CIGI unless otherwise noted):

CONFERENCES

Can Think Tanks Make a Difference?
September 20, 2011

The Economics and Econometrics of Recurring
Financial Market Crises
October 3, 2011

CIGI '11: An Unfinished House — Filling the Gaps
in International Governance
October 29-30, 2011

Geoengineering Our Climate: Science, Ethics and
Governance
Ottawa, Canada, January 18–20, 2012

Sovereign Debtors in Distress: Are Our Institutions
Up to the Challenge?
February 24–26, 2012

International Studies Association Annual
Convention (ISA 2012): Power, Principles and
Participation in the Global Information Age
San Diego, United States, April 1–4, 2012

INET 2012 Plenary Conference: Paradigm Lost:
Rethinking Economics and Politics
Berlin, Germany, April 12–15, 2012

Strengthening the FSB (co-sponsored by the Bank
of Canada, the Bank of Mexico and CIGI)
Mexico City, Mexico, April 12-13, 2012

SSHRC Congress 2012 of the Humanities and
Social Sciences
Wilfrid Laurier University, Waterloo, Canada,
May 26–June 2, 2012

CEA 2012: Annual Conference of the Canadian
Economics Association
University of Calgary, Canada, June 7–10, 2012

The International Economic Forum of the
Americas Conference of Montreal
Montreal, Canada, June 10–13, 2012

Multiple Multilateralism: Annual Meeting of the
Academic Council on the United Nations System
New York, United States, June 13–15, 2012

WORKSHOPS

Scenario Analysis of Solar Radiation Management:
Imagining Possible Futures
Yale Climate and Energy Institute, New Haven, United
States, September 9-10, 2011

Brookings-CIGI Seminar on IMF Quota Formula
Reform
Arvind Virmani and Ted Truman, Washington, DC,
United States, November 11, 2011

Responding to Disaster: Lessons Learned from the
Haiti and Great East Japan Earthquakes
David A. Welch, Makoto Iokibe, Jacques Momeau,
Sadaaki Numata, Andrew S. Thompson and Noboru
Yamaguchi, Embassy of Canada, Tokyo, Japan,
December 5, 2011

Brookings-CIGI Seminar on Global Green Growth
Katherine Sierra and Nigel Purvis, Washington, DC,
United States, December 14, 2011

Brookings-CIGI Seminar on Global Development
Cooperation and Effectiveness
Homi Kharas, Washington, DC, United States,
February 3, 2012

Brookings-CIGI Seminar on World Bank
Leadership Selection Process
Nancy Birdsall, Amar Bhattacharya and Jo Marie
Griesgraber, Washington, DC, United States, March
30, 2012

Brookings-CIGI Seminar on G20 Mutual
Assessment Process: Policy Challenges, Peer
Review Pressures and the Role of the IMF
James A. Halcy, John Lipsky and Hamid Faruqee,
Embassy of Canada, Washington, DC, United States,
April 16, 2012

UN-CIGI Expert Group Meeting on Sovereign
Debt Restructuring
UN, New York, United States, May 18, 2012

The European Debt Crisis: Issues of Governance,
Institutional Design, Economic Policies and Risk of
Contagion
CIGI panel discussion at CEA 2012 with Glen
Hodgson, Paul Jenkins, Christopher Ragan, Pierre
Siklos and Emil Stavrev, Calgary, Canada, June 9, 2012

Feeding the World: Demographic Growth and Its Challenges

ADB-CIGI session at The International Economic Forum of the Americas Conference of Montreal with James A. Haley, Changyong Rhee, Claudia Ringler, Paul R. Samson and Sergiy Zorya, Montreal, Canada, June 12, 2012

Brookings-CIGI Seminar on Reviewing the Los Cabos Summit

Colin I. Bradford and Johannes F. Linn, Washington, DC, United States, June 25, 2012

North American Arctic Canadian and American Stakeholders

John Higginbotham, Ottawa, Canada, June 29, 2012

PUBLIC LECTURES

Humanitarianism and Good Global Governance

Dr. James Orbinski, September 22, 2011

Zombies, the G20 and International Governance

Daniel W. Drezner, October 26, 2011

Governance Blueprints from Global Leaders

Ernesto Zedillo, Paul Martin and Chrystia Freeland (moderator), October 28, 2011

Deep Roots, New Shoots: The Environment Yesterday and Tomorrow

CIGI-*Alternatives Journal* panel discussion with Bob Gibson, Colin Isaacs, Nicola Ross, Karen Kraft Sloan and Robert Paehlke, November 16, 2011

Geoengineering Our Climate: Science, Ethics and Governance

Steve Rayner, Ottawa, Canada, January 18, 2012

Please Make It Stop! Traditional Portraiture in the Age of the Global 24-Hour News Cycle

Daisy Rockwell and C. Christine Fair (discussant), January 19, 2012

Canada-US Innovation Partnership

US Ambassador to Canada David Jacobson, February 29, 2012

Japan's Contribution to Global Governance (CIGI-BSIA event)

John Kirton, March 14, 2012

The 18th Party Congress: Implications for China's Development (CIGI-BSIA event)

Joseph Fewsmith, Gregory Chin and Hongying Wang, March 19, 2012

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

Saudi Arabia Ambassador to Canada Osamah Al Sanosi Ahmad, March 23, 2012

Iran and the West: A Dialogue of Ambassadors

James Blight, Janet Lang, Hossein Mousavian and Thomas R. Pickering, April 11, 2012

Indefensible Missile Defence

(CIGI, Project Ploughshares, Canadian Pugwash and Science for Peace co-sponsored) Securing the Peaceful Use of Space for Future Generations keynote address) Yousaf Butt, May 23, 2012

The Responsibility to Protect and the Arab Spring

Lloyd Axworthy and Bessma Momani, May 24, 2012

Issues and Challenges in Development: Forging New Pathways to Success

Tobias Nussbaum, May 30, 2012



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



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

Bordered Biases: National Identity in World News Coverage

CIC-CIGI media panel with Steve Paikin (moderator), Mitch Potter, Kevin Carmichael, Tony Burman and Diana Swain, May 30, 2012

Broadcasting Revolution: How Media Have Influenced the Arab Uprisings

Habib Battah and Bessma Momani, June 14, 2012

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA

Trevor Findlay, June 21, 2012

From Rio to Waterloo Region: Advancing Our Green Economy

Amelia Clarke, Craig Hancy, Matthew J. Hoffmann and Carol Simpson, June 26, 2012

CONSULTATIONS

Meeting with co-director of OECD-DAC

POVNET/China project
Beijing, China, October 14, 2011

Discussion with the International Poverty Reduction Center in China

Beijing, China, October 19, 2011

Meeting with Sir David King, former Chief

Scientific Adviser to the UK Government
October 21, 2011

Meeting with consular heads of mission from Brazil,

India, Mexico, the Netherlands, Portugal and Canadian trade delegation sponsored by Canada's Technology Triangle
December 1, 2011

Panel at World Trade Organization's Ministerial Conference

Geneva, Switzerland, December 16, 2011

Meeting with Namibian Foreign Affairs Committee

January 30, 2012

Presentation to Strategic Policy and Performance Branch, CIDA, on "Entry Points for Engaging Emerging Donors"

Gatineau, Canada, February 3, 2012

Think20: Consultation with the Mexican G20

Sherpa Team

Mexico City, Mexico, February 27-29, 2012

Presentation and debate at Centre Asie-Pacifique (Sciences Po) on the cohesion of the BRICS

Paris, France, April 10, 2012

Advisory session with IMF working group on Jobs and Inclusive Growth

Washington, United States, April 20, 2012

Meeting with Brazilian Consular Delegation

April 26, 2012

Meeting with Ontario Council of University Libraries

May 11, 2012

Meeting with IDRC, Latin America and the Caribbean Regional Office

Montevideo, Uruguay, May 14, 2012

Meeting with MercoNet

Montevideo, Uruguay, May 14, 2012

Meeting with BRICS Policy Center

Rio de Janeiro, Brazil, May 16, 2012



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



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



From left, Balsille School Professor Janet M. Lang, former Iranian Ambassador Hossein Mousavian, former US Ambassador Thomas R. Pickering and CIGI Chair in Foreign Policy Development James Blight take part in a public panel in April 2011, on the issue of nuclear security.

Meeting with Banco Nacional do Desenvolvimento Econômico e Social (Brazilian Development Bank) Rio de Janeiro, Brazil, May 18, 2012

Meeting with the University of Brasília, Institute of International Relations
Brasília, Brazil, May 21, 2012

Meeting with Minister of the Agência Brasileira de Cooperação (Brazilian Co-operation Agency)
Brasília, Brazil, May 21, 2012

Meeting with International Policy Centre for Inclusive Growth, United Nations Development Programme
Brasília, Brazil, May 22, 2012

Meeting with Ministry of Health, International Affairs Office
Brasília, Brazil, May 23, 2012

Meeting with Embrapa (Brazilian Agricultural Research Corporation) Secretariat for International Affairs
Brasília, Brazil, May 23, 2012

Meeting with World Food Programme — Centre of Excellence against Hunger
Brasília, Brazil, May 24, 2012

Field visit to Banco de Leite Humano (Human Milk Bank)
Taguatinga, Brazil, May 25, 2012

Meeting with Embassy of China delegation
June 6, 2012

Hosted lunch meeting of Governor General's Canadian Leadership Conference
June 7, 2012

Meeting with Rt. Hon. Kevin Rudd, former Prime Minister of Australia
July 24, 2012

Field visit to Banco de Leite Humano (Human Milk Bank)
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Taguatinga, Brazil, May 25, 2012

PUBLICATION LAUNCHES

Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA

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

- Trevor Findlay and Patricia Lewis, London, England, June 14, 2012

- Trevor Findlay, Waterloo, Canada, June 21, 2012

- Chantal de Jonge Oudraat and Trevor Findlay, Washington, DC, United States, June 25, 2012

- Trevor Findlay, Ottawa, Canada, July 10, 2012

- Trevor Findlay, Ottawa, Canada, July 10, 2012

COMMUNITY EVENTS

CIGI Campus Celebration, featuring Knaan
September 16, 2011

CIGI and CIGI Campus Open House (Doors Open Waterloo Region)
September 17, 2011

The IAEA and Fukushima: Best Laid Plans, Reality Checks, and Doing It Better Next Time
Trevor Findlay, Belfer Center for Science and International Affairs, Harvard University, Cambridge, United States, March 29, 2012

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, 2012 and the summary statement of revenue, expenses and changes in fund balances for the year then ended, and related notes, are derived from the audited financial statements of The Centre for International Governance Innovation as at, and for the year ended, July 31, 2012. We expressed an unmodified audit opinion on those financial statements in our report dated November 9, 2012. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of a summary of the audited financial statements, in accordance with Canadian generally accepted accounting principles.

Auditors' Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard 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, 2012, 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 9, 2012

NOTES

The Centre for International Governance Innovation (the "Organization") follows the restricted fund method of accounting for contributions. The Organization has the following restricted funds; Long-Term Endowment, Capital, Africa, John Holmes, Decade and Campus.

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

The Operating and Capital Funds account for the Organization's program delivery, administrative activities and non-campus related capital assets.

The Africa Restricted Fund is focused on the effects of climate change on Africa's security and socio-economic 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 Campus Fund is an Organization 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. Other initiatives are currently being developed by the Organization. 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, 2012

	Long Term Endowment	Operating and Capital	Sub Total	Africa	J Holmes	Decade	Campus	2012 Total	2011 Total
Current Assets									
Cash and Cash Equivalents	\$1,935,069	\$283,685	\$2,218,754	\$73,674	\$575	\$272,610	\$897,226	\$3,462,839	\$4,641,551
Accounts Receivable	-	396,688	396,688	-	-	-	-	396,688	2,319,456
Assets Held for Sale	-	1,221,500	1,221,500	-	-	-	-	1,221,500	-
Prepaid Expenses	-	62,253	62,253	-	-	10,000	509,093	581,346	137,945
	1,935,069	1,964,126	3,899,195	73,674	575	282,610	1,406,319	5,662,373	7,098,952
Other Assets									
Capital Assets	-	4,385,945	4,385,945	-	-	-	69,313,443	73,699,388	67,231,224
Portfolio Investments	52,324,425	12,306,474	64,630,899	7,153,583	407,753	15,905,120	30,890,887	118,988,242	141,821,055
	52,324,425	16,692,419	69,016,844	7,153,583	407,753	15,905,120	100,204,330	192,687,630	209,052,279
Total Assets	\$54,259,494	\$18,656,545	\$72,916,039	\$7,227,257	\$408,328	\$16,187,730	\$101,610,649	\$198,350,003	\$216,151,231
Current Liabilities									
Accounts Payable and Deferred Revenue	\$-	\$487,402	\$487,402	\$19,551	\$-	\$5,113	\$810,905	\$1,322,971	\$12,664,735
Current Portion of Long-Term Liability	-	31,897	31,897	-	-	-	-	31,897	40,743
Unrealized Loss on Forward Contracts	110,079	-	110,079	-	-	-	-	110,079	6,740
	110,079	519,299	629,378	19,551	-	5,113	810,905	1,464,947	12,712,218
Long-Term Liabilities									
Amount Payable	-	-	-	-	-	-	-	-	31,897
Total Liabilities	110,079	519,299	629,378	19,551	-	5,113	810,905	1,464,947	12,744,115
Fund Balances									
Invested in Capital Assets	-	5,607,445	5,607,445	-	-	-	69,313,443	74,920,888	67,158,584
Externally Restricted	54,149,415	-	54,149,415	7,207,706	408,328	16,182,617	30,473,748	108,421,814	124,649,328
Internally Restricted	-	-	-	-	-	-	1,012,553	1,012,553	1,136,810
Unrestricted	-	12,529,801	12,529,801	-	-	-	-	12,529,801	10,462,394
Total Fund Balances	54,149,415	18,137,246	72,286,661	7,207,706	408,328	16,182,617	100,799,744	196,885,056	203,407,116
Total Liabilities and Fund Balances	\$54,259,494	\$18,656,545	\$72,916,039	\$7,227,257	\$408,328	\$16,187,730	\$101,610,649	\$198,350,003	\$216,151,231
SUMMARIZED STATEMENT OF REVENUE, EXPENSES AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED JULY 31, 2012									
	Long Term Endowment	Operating and Capital Program	Sub Total	Africa	J Holmes	Decade	Campus	2012 Total	2011 Total
Revenue									
Unrealized Investment Income (Loss)	\$-	\$(555,475)	\$(555,475)	\$134,935	\$-	\$(327,610)	\$-	\$(748,150)	\$3,395,807
Government Grants	-	62,751	62,751	-	-	-	29,838	92,589	33,959,008
Donations and Other	-	369,177	369,177	-	14,175	-	4,007,698	4,391,050	86,018
Share of Loss on Investment	-	-	-	-	-	-	-	-	(671,064)
Realized Investment Income	-	3,401,682	3,401,682	111,182	3,433	1,339,826	-	4,856,123	8,406,117
	-	3,278,135	3,278,135	246,117	17,608	1,012,216	4,037,536	8,591,612	45,175,886
Expenses									
Research, Conferences and Partnerships	-	1,694,879	1,694,879	1,202,243	2,150	3,669,577	2,040,127	8,608,976	8,299,158
Sponsorship Donations	-	-	-	-	-	-	-	-	26,886,516
Loss on Asset Held for Sale	-	479,758	479,758	-	-	-	-	479,758	-
Technical Support	-	452,474	452,474	28,287	7,990	85,612	343,284	917,647	458,308
Administrative	-	1,375,613	1,375,613	220,596	-	142,059	588,298	2,326,566	1,864,735
Amortization	-	340,080	340,080	-	-	-	1,583,712	1,923,792	395,065
Facilities	-	277,048	277,048	-	-	118,648	461,237	856,933	466,557
	-	4,619,852	4,619,852	1,451,126	10,140	4,015,896	5,016,658	15,113,672	38,370,339
Excess of Revenue over Expenses (Expenses over Revenue)	-	(1,341,717)	(1,341,717)	(1,205,009)	7,468	(3,003,680)	(979,122)	(6,522,060)	6,805,547
Interfund Transfers	(5,847,256)	2,760,442	(3,086,814)	(29,639)	(4,035)	(147,428)	3,267,916	-	-
Fund Balances, Beginning of the Year	59,996,671	16,718,521	76,715,192	8,442,354	404,895	19,333,725	98,510,950	203,407,116	196,601,569
Fund Balances, End of the Year	\$54,149,415	\$18,137,246	\$72,286,661	\$7,207,706	\$408,328	\$16,182,617	\$100,799,744	\$196,885,056	\$203,407,116

A snapshot of CIGI personnel as of July 31, 2012.

OPERATING BOARD OF DIRECTORS

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

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Jorge Braga de Macedo
Ahmed Galal
Maureen O'Neil
Andrés Rozental
Diana Tussie
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Mohamed Hamoodi
 Vice President of Government Affairs
Fred Kuntz
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James A. Haley
 Director of Global Economy Program
Fen Osler Hampson
 Director of Global Security Program
Nelson Sewankambo
 Director, Africa Initiative
Susan Hirst
 Human Resources Manager
Brenda Woods
 Executive Assistant to the President

FELLOWS

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Thomas A. Bernes
 Distinguished Fellow
Paul Blustein
 Senior Visiting Fellow
Colin Bradford
 Senior Fellow
Barry Carin
 Senior Fellow
Gregory Chin
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Trevor Findlay
 Senior Fellow
Louise Fréchette
 Distinguished Fellow
Fen Osler Hampson
 Distinguished Fellow
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Jorge Heine
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 Senior Fellow
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Bessma Momani
 Senior Fellow
David Runnalls
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 Senior Fellow
Pierre Siklos
 Senior Fellow
Gordon Smith
 Distinguished Fellow
Debra Steger
 Senior Fellow
John Whalley
 Distinguished Fellow

STAFF

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