

2013 Evaluation of the Centre for International Governance Innovation:  
Management Response and Action Plan  
12 July 2013

CIGI values the content of this Evaluation, and appreciates the work the evaluators have done in developing their recommendations.

Much of the period under review was one of transition at CIGI. In addition to changes in senior management in 2009 and 2012, the evaluators correctly note that the organization was preoccupied with the construction of the Campus Building, the creation of the Balsillie School of International Affairs and a program in international law, and an adjustment to lower rates of return on its investments after the 2008 financial crisis. Of necessity a retrospective exercise, the evaluation notes a number of findings that are directly connected to the events during the period of transition at CIGI.

The management structure and team that was instituted starting in the middle of 2012 is aware of the strengths, challenges and opportunities within CIGI. The recommendations of this evaluation to strengthen and streamline processes and content are in line with the thinking of CIGI's management and its Boards. Indeed, many steps that support the action plan for the recommendations of the evaluation had been taken before they were formally noted in it.

Having carefully considered the evaluation report, the following specific responses are offered for the seven recommendations presented by the evaluators.

**Recommendation 1: CIGI should explore ways to increase research capacity through better utilization of existing resources and the addition of new positions.**

Associated Findings: 1, 2, 3, 4

Management Response & Action Plan:

Agreed. Continuing from the current fiscal year, in preparation for FY 2013-14, CIGI is:

- rebalancing its staffing profile to increase the number of full-time research staff at CIGI; and
- finding economies in project expenditures by Fellows.

Once operational, the program in international law will also result in an increase in CIGI's research capacity both in-house and through its wider network of associates. About twenty Fellows will be engaged and another twenty scholarships will be provided to graduate students annually over a period of ten years.

Responsibility Centre: Senior Management Team

Time Frame: FY 2013-14

**Recommendation 2: CIGI senior managers should ensure greater collaboration between researchers, Fellows, and senior managers by facilitating discussions on expectations, roles, research involvement and synergies. CIGI Chairs could also be brought into these discussions while fully respecting their academic freedom. Agreeing on foci and a communication strategy with respect to this would be a desirable outcome.**

Associated Findings: 2, 3, 4, 7

Management Response & Action Plan:

Partially agreed. Several initial steps have been taken in this regard:

- CIGI projects are now designed in a way that they bring in capacities from all parts of the organization;
- CIGI's Operating Board of Directors approved program documents in November 2012 that detail the operationalization of the Global Economy and Global Security programs; and
- Directors are now engaged for each of the two programs; the creation of research foci, team-building and performance management that this implies will follow.

It should be noted that the holders of the CIGI Chairs are selected by and are employees of the University of Waterloo and Wilfrid Laurier University. The topics on which many of them are specialized go beyond CIGI's program foci. As such, there are limits to how integrated the holders of the Chairs can and should be in CIGI's work.

The development of the Strategic Plan 2015-20 is another opportunity to work system-wide with the varied resources within the CIGI ambit.

With the new management structure at CIGI in place, lines of communication in the organization, ranging from the intranet site to regular staff meetings, are in place.

Responsibility Centre: Senior Management Team

Time Frame: FY 2012-13

**Recommendation 3: CIGI should implement project selection and budget allocation and reporting procedures which ensure a closer focus on mandate.**

Associated Findings: 3, 4, 6, 7, 8, 9

Management Response & Action Plan:

Agreed. CIGI has taken considerable action within the past year to institute more rigorous project vetting and approval measures. Project proposals are now reviewed by the programs management team according to criteria in four main categories:

- research quality;
- policy impact;
- fit with strategic objectives and mandate; and
- budget considerations.

In addition, starting in June 2012, senior management has instituted a process to submit for approval to the Operating Board of Directors a Program of Work and Budget for each fiscal year. This document details projects, workplans and their associated budgets for each sector within CIGI—research, public affairs, human resources and operations.

Responsibility Centre: Senior Management Team

Time Frame: FY 2012-13

**Recommendation 4: CIGI should develop an evaluation plan, including a performance management framework.**

Associated Findings: 4, 10

Management Response & Action Plan:

Agreed. The development of a corporate-wide evaluation plan is planned for FY 2013-14 and will complement CIGI's next strategic plan (2015-2010).

A new full-time in-house position dedicated to evaluation, learning and corporate planning was created and staffed in Fall 2012 to make this an on-going part of CIGI's work. This role is expected to improve learning and knowledge sharing across the organization, as well as develop approaches to help meet the strategic goals of the organization its research and operational units. Ensuring appropriate monitoring and reporting of CIGI projects, as well as periodic project evaluations, will also be an integral part of this new evaluation and planning office.

Responsibility Centre: Manager, Evaluation and Planning

Time Frame: FY 2012-13; FY 2013-2014

**Recommendation 5: CIGI should develop a strategy for the optimal use of the highly praised physical infrastructure of the CIGI Campus to better support the think tank.**

Associated Findings: 2, 3

Management Response & Action Plan:

Agreed. A space utilization plan is being developed and will be finalized once the requirements of the international law program are known.

Responsibility Centre: VP Finance

Time Frame: FY 2013-14

**Recommendation 6: CIGI should develop an innovation strategy that includes significant support for young scholars and new ideas on the global governance agenda.**

Associated Findings: 1, 2, 3, 4

Management Response & Action Plan:

Partially agreed. CIGI intends to intensify its growing use of social media (blogging, Twitter, Facebook and multimedia channels) for program development, results dissemination and catalyzing discussion on key global governance issues, given the effectiveness of such communications tools with a younger audience. In addition:

- The international law program has a significant level of its research resources devoted to supporting younger scholars
- Future hiring practices at CIGI will continue to incorporate support for younger scholars
- The major grants CIGI makes to faculty at the two local universities (CIGI Collaborative Research Awards) have as one of their criteria the inclusion of younger scholars in award-recipient research teams

With the new management and program structure in place, CIGI is confident that the generation of fresh ideas for programming is forthcoming.

Responsibility Centre: VP Programs

Time Frame: FY 2012-13

**Recommendation 7: CIGI should move to a single, integrated, diverse board with an appropriate balance to ensure complementary knowledge sets.**

Associated Findings: 11

Management Response & Action Plan:

Agreed. With the concurrence of the Minister of Foreign Affairs, and in conjunction with complying with the new legislation governing non-profit corporations in Canada (i.e., the Canada Not-for-Profit Corporations Act), CIGI intends to move to a single, integrated and diverse Board.

Responsibility Centre: CIGI Operating Board and the Minister of Foreign Affairs

Time Frame: FY 2013-14