

2015 Evaluation of G20 Activities by Goss Gilroy Inc.
Management Response and Action Plan
February 4, 2016

CIGI staff, management and Board of Directors have had an opportunity to discuss the findings of this Evaluation, and appreciate the diligence with which the evaluators conducted their study and prepared their findings. The content of the Evaluation helps CIGI not only sharpen its work on the G20, but also more broadly on other similar themes on which it works.

Recommendation 1: CIGI should clarify, and formalize, the ultimate purpose and expected outcomes of the G20 Activities.

Management Response & Action Plan: Agreed. CIGI is committed to clarifying its objectives through regular planning exercises. G20 project approvals are decided during CIGI's annual preparation of the Program of Work and Budget (PWB), which is an iterative process whereby senior staff determines planned activities and resource allocations. The PWB itself is vetted and approved by CIGI's Board of Directors.

Annual G20 programming will mostly focus on the core economic and financial agenda with which the group has so far been concerned. Bearing in mind that there is an active discussion globally on how wide the ambit of the G20 agenda should be, CIGI will pair the core economics work with one or two leading issues areas which may be drawn from any of CIGI's other areas of work (e.g. climate finance, internet governance, sovereign debt management).

As has been the practice for the past three years, CIGI will consult both senior Canadian government officials and G20 host country representatives prior to designing activities for the coming year in order to ensure their relevance and sound investment.

Responsibility Centre: Director, Global Economy on behalf of the Senior Management Team (SMT)

Time Frame: Ongoing

Recommendation 2: The G20 Activities should continue to increase its original research capacity.

Management Response & Action Plan: Partially agreed. A heavy focus will continue to be placed on original research that is closely tied to the policy agenda. It is agreed that it is within the area of original research that CIGI is best able to make a substantive contribution. Given that the bulk of the G20 activities at CIGI are carried out within the ambit of the Global Economy program, the following efforts are being made to increase that program's capacity and exposure.

Over the past two years, the Global Economy program has raised the number of affiliated Fellows by 30%, which has resulted in an equal increase in research production as well as recent reputational successes attributable to the program. There are no plans to continue to increase capacity at this rate, but instead to stabilize growth and deepen the focus and relevancy of original research.

As part of a CIGI-wide effort to augment its exposure, the Global Economy team will work closely with the Communications Team to add emphasis to outreach and impact. The aim is to ensure that original research is reaching specific and targeted audiences and being translated from knowledge to decision-making.

Responsibility Centre: Director, Global Economy on behalf of the SMT

Time Frame: Ongoing

Recommendation 3: CIGI should develop an overarching communications strategy for the G20 Activities.

Management Response & Action Plan: Agreed. A strategic communications strategy for the G20 program is currently under development that carefully maps tactics to targeted audiences. In addition, communications planning will expand its outlook beyond the coming year to a longer horizon while keeping in mind the limitations presented by G20 rotational leadership and reactive agenda-setting.

Over the coming year, CIGI will concentrate efforts on increasing the impact effectiveness of G20 activities. A re-balancing of resources will take place between research and communications as CIGI moves toward a new “digital first” approach to research design, dissemination and outreach.

Once the strategic communications strategy is in place, the Manager of Evaluation and Planning will work with the Global Economy team to develop new performance indicators using appropriate measurements of impact (i.e., number of high-level briefings, instances of overlap between CIGI research and G20 communiqués) as well as a plan for monitoring progress.

Responsibility Centre: Director, Communications & Digital Media and Director, Global Economy

Time Frame: FY 2015/6 – FY 2016/7

Recommendation 4: CIGI should develop a networking strategy for the G20 Activities.

Management Response & Action Plan: Agreed. In tandem with the abovementioned strategic communications strategy, CIGI is increasing the level of engagement with policymakers (especially those in Ottawa and the G20 Chair country) in the design and plan of its work.

These interactions are taking place more frequently and earlier in the G20 summit planning phases, and will carry all the way through to the dissemination of work phase.

Responsibility Centre: Director, Global Economy on behalf of the SMT

Time Frame: Ongoing