



# STRATEGIC PLAN 2015-2020







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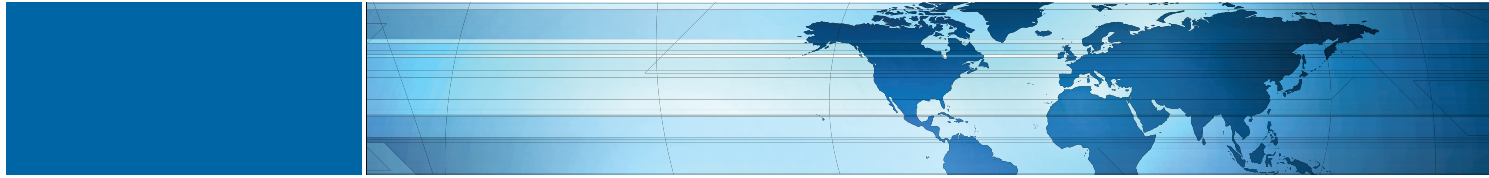
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# 1.0 EXECUTIVE SUMMARY



**Global governance:** Emerging global challenges are increasingly complex — due in large part to the intensification of global connectedness — reaching across national boundaries and deep into societies, giving rise to calls for more effective global governance. Improvements in the way issues such as financial instability, climate change, access and control of natural resources, intellectual property and intra- and inter-state conflict are managed affects profoundly the standard of living and quality of life in communities and countries the world over. As international efforts have proven inadequate to meet the challenges that the interdependent world faces, there is a realization that finding technical solutions is not the biggest challenge in addressing today and tomorrow’s problems — leadership is. The problems are political as well as distributive. The will to change is sometimes lacking and the capabilities to change thwarted.

**Importance of think tanks:** Global think tanks can be critical and significant contributors to improving global governance because think tanks are well placed to provide both convening capacity and knowledge brokering to further opportunities for the emergence of critical analysis in support of governance innovation. Think tanks can challenge conventional wisdom, provoke “disruptive” thinking about public policy and provide new thinking on policy practice and outcomes.

**CIGI’s role:** The Centre for International Governance Innovation (CIGI) is an independent, non-partisan think tank with varied funding sources whose mandate through research is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security & politics, and international law. These features make CIGI distinguishable from other actors operating in the think tank environment. CIGI believes that new and collaborative ways of thinking about governance

are required to improve arrangements and policies. The results should address global governance challenges which aim to reduce inequalities and create opportunities for shared prosperity.

**Accountability for success:** Through continued transparency and an emphasis on accountability, the strategic plan outlines the approach CIGI will take to learning and improving decision making by tracking results and measuring impact by conducting useful and robust evaluations.

As required by the Government of Canada, CIGI carries out organizational evaluations every five years with the most recent having been approved by the minister of foreign affairs in 2014. Recommendations outlined in the evaluation focused on:

- increasing research capacity, including supporting young scholars and new ideas on the global governance agenda;
- ensuring greater collaboration across the organization;
- improving project selection methods and budget allocation that align with CIGI’s mandate;
- developing a performance management framework and an internal evaluation plan;
- utilizing the highly praised infrastructure of the CIGI Campus; and
- moving to a single, integrated and diverse board.

Considerable attention has been paid to implementing the recommendations generated by the evaluation and many are explicitly addressed in this strategic plan.

## 2.0 GLOBAL GOVERNANCE



Governance is conventionally thought of as what governments do: they deliver an array of services in the interests of those empowered and possibly those governed. They also broker the allocation of public goods. In these senses, governance is the practice of determining the allocation and distribution of relatively scarce goods and services. An abiding challenge that underscores allocation and distribution is the normative demand that conditions of equity and equality are explicitly included in evaluating policy and its implementation.

In the decades following World War II, the concept of global governance surfaced with the emergence of transnational politics, where not only governments, but also a variety of non-governmental actors, increasingly acted across borders and affected the interests of states and societies. This early version of global governance remained government-dominant, enhanced by the central roles played by governments in a variety of postwar international organizations. With the end of the Cold War came the realization that emerging challenges were becoming more complex due to the globalization of production, distribution and finance, posing fundamental challenges to the capacity of governments to manage their own futures and the well-being of their societies. The rise of the Internet enabled more effective communication, but also interfered with the ability of many governments to enforce controls over communications, for good or ill, locally, regionally or globally.

Over the last 25 years, the literature on global governance has broadened and deepened. Public access to information, the rise of transnational, private socio-economic actors, and the globalization of competitiveness and chains of production and distribution, challenge established norms and practices.

The practice of global governance is based on a shared recognition of a preferred order. This helps define, limit and shape expectations, as well as the process. An obvious challenge is the lack of consensus around normative preferences and, therefore, a weakening in the enforcement of a system of rules that is fundamental to effective governance.

CIGI works within the complexities of the issues at hand and explores ways by which both governments and other actors (stakeholders) may more effectively engage the emergent challenges and bring policy to bear. In the midst of this increasingly complex and multi-layered system, where there is no single model of governance, leadership is both more necessary and more difficult. Efforts at CIGI focus on informing, influencing and shaping the process and outcomes to improve and ensure governance arrangements and their relative institutions are effective and efficient. Power and influence no longer reside solely or even necessarily in governments alone, making CIGI, among other think tanks, critical and important contributors to global governance.

When international efforts have proven inadequate to meet the challenges that the interdependent world faces, there is a gap in global governance. Global governance gaps can include the inadequacy of rules, regulatory regimes and compliance mechanisms. Other interpretations of “gaps” refer to outdated decision-making processes in international institutions — inappropriate representation, transparency provisions or accountability provisions. Proponents for change argue that existing arrangements appear inadequate, and substantial reform or even new institutions are required to close a perceived gap. Indeed, the notion of a gap includes the possibility of inadequate governance due to overlapping mandates and their attendant inefficiencies among multiple institutions working on the same or similar problem.



CIGI aims not only to address existing gaps, but also to anticipate the consequences of the current forces of change that will affect the need for international organizations and informal governance arrangements in the future.

Analysis of trends can help clarify the forces and direction of changes that point to the need for new international arrangements and global rules. In 2014, CIGI undertook a forecasting exercise intended to identify future gaps and their implications on global governance. Based on a series of external reports and interviews with experts conducted by CIGI, the major trends with implications for future global governance not surprisingly appear to include:

- population growth;
- power shifts and diffusion;
- resource scarcity;
- evolution of the Internet;
- climate change;
- growing economic and financial interconnectedness;
- individual activism;
- public debt;
- urbanization; and
- technological innovation.

More specifically, CIGI expects that specific governance innovation will be required to address the following:

- **Increasing interconnectedness** that leads to demands for coordination and for coherence. One example is the resource scarcity nexus among climate change, water, food security and energy. Another is the need for a sovereign debt resolution mechanism. Each requires leadership (with implications for the G20) and innovative mechanisms — interagency

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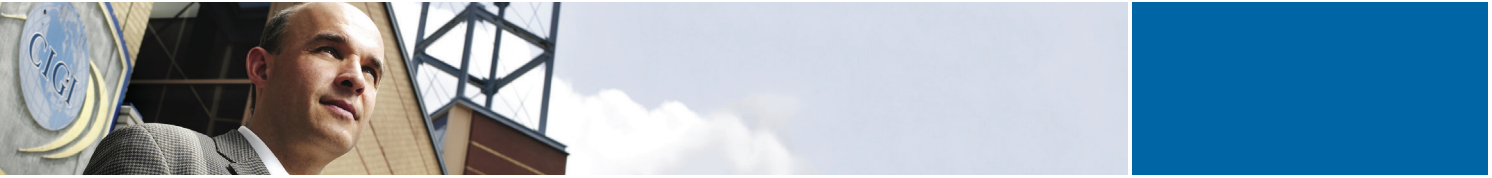
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coordination machinery and/or procedures to bridge the conventional policy silos. This increase in interconnectedness highlights the link between rising inequality and fragility. As shocks — financial, technological, natural, social or political — originating in one part of the world now have effects beyond their original point of origin, the most vulnerable to secondary consequences are countries and regions who lack governance arrangements with the capacity to mitigate the initial impacts of the shock. Collaborative responses that reduce inequality and seek opportunities for shared prosperity are more likely to improve stability globally.

- **Technological advances** that deliver black swans and wild cards will require new international regulatory requirements. It may be appropriate to devote resources to “foresight” to provide early warning of the governance implications of dramatic technological advances.

By identifying and exploring gaps and overlaps in global governance, and where appropriate, proposing ideas for new conventions, institutions and/or informal arrangements, CIGI will remain a leader in its ability to introduce innovative arrangements, such as the Global Commission on Internet Governance, to engage in improving governance arrangements.

## 3.0 HISTORICAL CONTEXT



CIGI was founded by Jim Balsillie as a not-for-profit institution in 2001, to advance policy thinking on pressing governance issues linked to economic and global policy challenges. By 2005, CIGI was experiencing rapid growth in its research programs. Some projects have had considerable impact; most notably, CIGI's proposals for innovation in the G8 system helped lead to the creation of the G20 leaders' summits.

From 2007 to 2010, CIGI focused on recalibrating existing internal management processes and systems, leading to the development of its first five-year strategic plan, for 2010–2015. The plan outlined CIGI's research under distinct themes, each led by a director. During these years, CIGI also partnered with the University of Waterloo and Wilfrid Laurier University to launch the Balsillie School of International Affairs (BSIA), culminating in the 2011 completion of construction of the CIGI Campus. By 2012–2013, CIGI had expanded its in-house research capacity — recruiting a vice president of programs in 2011, followed by new directors of the Global Economy and the Global Security Programs, more research staff and new fellows to lead projects — while also creating a more formal program of work and budget for board approval each year. The increase in project publications and events mirrored the expansion of Programs' mandate and enhanced capacity.

As Programs continued to evolve and a more sophisticated understanding of the interconnectedness of issues in global governance became apparent, CIGI narrowed its research focus from the 2010–2013 streams of Global Economy, Global Security, Energy and Environment, and Global Development to three core streams: Global Economy, Global Security and Global Development, with Energy and Environment cutting across the core streams. These were then further refined so that

development also became a crosscutting theme. The Global Security Program was continuing to develop through diverse and interrelated explorations of the issues that fall outside of traditional concepts of security, and together with new institutions and governance arrangements, CIGI recognized the need to capture this evolution by incorporating “Politics” into the Global Security Program.

The International Law Research Program (ILRP), launched in 2013, represents the third pillar of CIGI's core research streams. The other two are: Global Economy and Global Security & Politics. These three core themes continue to be complemented by crosscutting initiatives that focus on development, energy and the environment, with governance remaining as the overarching theme.

### 3.1 Vision, Mission and Beliefs

**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, 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.

### 3.2 Core Values

Three core values guide everyday operations, define organizational culture and underpin CIGI's strategic plan:

**Innovation:** This describes the excellence, creativity and groundbreaking quality of the think tank's work. CIGI fellows and staff will embrace intellectual curiosity, freedom of thought and expression, academic freedom and academic integrity, rationality and clarity, producing fresh insights and new policy ideas. They will aim to be known as articulate, scholarly, intelligent, worldly and wise.

**Accountability:** CIGI conducts its activities with transparency, and its managers, fellows and staff are accountable for results to their board, funders and the public. CIGI personnel will aim to be prudent, efficient stewards of CIGI's resources, aligning plans and actions with the budget.

**Integrity:** CIGI managers, fellows and staff are expected to be collaborative, consultative and professional, showing respect among themselves and in their dealings with external parties. CIGI managers, fellows and staff will aim to be mindful, empathetic and exemplars of integrity in word and deed.

### 3.3 Organizational Niche

Globally, think tanks can be classified in one or some of the following categories. Some, mainly centred in the United States, are privately endowed, independent from their benefactor and self-standing. In many (mainly Asian) countries, think tanks are directly connected to a private sector firm or group. Almost everywhere, think tanks rely on government funding, either foundational or periodic, for some or all of their work. Sometimes, think tanks are explicitly connected to a political party. In every country, there are think tanks or at least research institutes, embedded in a university. Each model has its strengths and weaknesses in terms of providing or defining a ready client base for the work, financial

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security, operational independence and facility with communicating research results.

CIGI is distinct in that it straddles several of these models. Its core is supported by a foundational grant from one major and some smaller private philanthropists matched by the federal government of Canada. The provincial and local governments are also significant financial supporters of CIGI. Through its co-sponsorship of the BSIA and the ILRP, CIGI has an organic connection with several universities in Canada and overseas. In its governance model, the organization is best described as independent and non-partisan.

Operating independently, CIGI is able to select the topics it considers most significant to improving global governance. Further, this structure allows CIGI to reach into a wider and deeper pool of researchers than most think tanks might have access to, creating a cluster of multidisciplinary researchers who produce high-quality research that is then effectively moved into the policy arena through strategic communication and engagement. In this model, federal and provincial governments in Canada are viewed as key, but not sole, partners.

Into the future, CIGI's independent and non-partisan nature allows it to serve a critical role in bridging the divides between research and policy and the public.

## 4.0 PROGRAMS



Programs at CIGI focuses on three core research streams: Global Economy, Global Security & Politics, and International Law. Issues of critical importance across the streams are accounted for through crosscutting initiatives and new explorations. The first decade of work at CIGI focused on developing an understanding of global governance through exploration and analysis of the significant challenges around the ways in which global affairs and particularly summits are managed. CIGI determined that the economy, security and politics, including diplomacy, and international law converged as the key fields requiring robust research and active engagement in order to influence high-level decision makers to improve effective governance at the global level. Critical considerations at CIGI in determining whether or not to pursue a subject include:

- the need for new and original research in the area;
- the possibility that CIGI might conduct this research and move the results into the policy arena;
- the potential to find partners — scholarly, policy or financial — in achieving impact; and
- the likelihood that CIGI can access key policy makers or their supporting communities, and thereby contribute to policy analysis, development and outcomes.

One of CIGI's strengths lies in the ability to remain flexible and quickly build capacity and expertise around an issue, in order to provide robust evidence and policy recommendations to identify the implications and pinpoint the prospects for future governance innovations.

### 4.1 Key Areas of Focus

With over a decade of operational experience, CIGI has opted to sharpen its focus in order to better respond to the diverse institutional challenges of global governance in the twenty-first century. The challenges come from a range of sources, including fragile states, newly emerging powers and turbulence in the global economy. While these challenges are all markedly different, there is one unifying feature among them: they test contemporary governance arrangements and call out for fresh ideas to mitigate negative consequences in a time of uncertainty and change. In doing so, these challenges heighten the relevance of CIGI's core mandate to undertake critical, policy-relevant research. In responding to these demands, CIGI's three core programs have been structured to address some of the most insistent and demanding problems of global governance going forward.

#### 4.1.1 Global Economy

Addressing the way nations tackle shared economic challenges is a central area of CIGI expertise in the Global Economy Program. It strives to inform and guide policy debates through world-leading research and sustained stakeholder engagement. In undertaking its research, the program leverages its comparative advantage in bridging the gap between economic and political economy analysis. Especially since 2008, governments as well as institutional actors have been challenged by the exigencies of both managing and growing the global economy, while also fostering stability and improving crisis management in a more interconnected world. Policy instruments previously relied upon have been found wanting, institutions have been challenged and leadership has been under scrutiny. Voice and membership in global governance structures and processes are both diverse and lacking consensus.

The Global Economy Program intends to increase its policy influence by remaining flexible in its research themes to meet the international demand for relevant, innovative policy ideas. The program will develop future project-based initiatives through consultation with influential international institutions. Following the outcomes of high-level consultations, the program will continue to recruit scholarly talent to produce tangible outputs that promote CIGI's brand internationally. The overall goal for the Global Economy Program is to create a recognized reputation based on expertise in high-demand policy areas.

More specifically, the Global Economy agenda clusters around the following themes.

### **Central Banking and International Financial Regulation**

To understand the global implications of domestic policies, this program looks at the de facto mandate of central banks in advanced economies. The research will shed light on the variety of policy goals, instruments and settings employed by central banks to mitigate the effects of financial turmoil on the real economy, and to restore the proper functioning of financial markets. It also focuses on formal and informal processes where international standards are codified, including at the Financial Stability Board, to highlight the influence of different actors and derive lessons for strengthening, or reforming, governance arrangements.

### **China's Role in the World Economy**

China's sustained economic growth translates into greater assertiveness of its own role in the world. CIGI research focuses on China's agenda in shaping the global economy, including its agenda for the G20, its international trade and investment policies, and the internationalization of the renminbi. The program will engage scholars who can connect with China's leadership and policy makers to ensure that the research embeds a relevant Chinese perspective.

### **Global, Plurilateral and Regional Trade Arrangements**

This new work stream for CIGI will progressively build capacity with a two-fold aim. First, it will assess the growing trend toward plurilateral and regional trade agreements among systemic economies (such as the United States and the European Union or among the Pacific economies in the Trans-Pacific Partnership), which pose new challenges for the sustainability of the multilateral trade framework as it has been known so far. Second, as some trade arrangements involve Canada, the program aims to provide scholarly input into the public debate among domestic stakeholders.

### **Governance and Policies of the Bretton Woods Institutions**

A core area of CIGI's traditional expertise, this program focuses on aspects that are under researched: the Bretton Woods institutions' capacity to bear risk as a reason for their establishment; and governance mechanisms geared to shift risk across different segments of their shareholding base (such as from donors/creditors to recipients/borrowers). It will also look at the International Monetary Fund's (IMF's) role in the euro-zone crises and the lessons for improving its policy tool kit.

### **Management of Severe Sovereign Debt Crises**

As in previous sovereign debt crises, the euro-zone crisis has shown the need for a clear framework that sets the right incentives for policy makers by containing moral hazard, clarifying burden-sharing between domestic actors and international lenders, and ensuring efficient risk pricing by ensuring predictability in the restructuring of claims. CIGI will explore innovative approaches to debt restructuring and incentives that market participants may have in adopting them. The research agenda also focuses on the reforms required for the lending framework of the IMF, to ensure that its financial assistance is consistent with, and unequivocally signals, the sustainability of the borrower's policies.

### Sustainability, Climate Change and Finance

The global warming problem requires international cooperation, yet the accomplishments of UN negotiations have been disappointing. CIGI will explore innovative solutions to climate change through the global economy prism of how to finance reductions in carbon emissions and the innovative governance arrangements needed. This project will complement and collaborate with related projects on climate change and the environment in the Global Security & Politics and International Law Programs (see also Cross-Cutting Initiatives, page 13).

#### 4.1.2 Global Security & Politics

CIGI's Global Security & Politics Program themes are based on the premise that the world of conflict management is increasingly one of "messy multilateralism." This presents its own unique governance and leadership challenges in different regional settings, where regional and sub-regional institutions are themselves increasingly important players.

In an environment of contested spaces and diffused capacity, new governance innovations will be needed to deal with the world's security challenges.

Institutions will need to be flexible, informed, intuitive, creative and entrepreneurial. Building this capacity into conflict management leadership and institutions is a critical governance task.

This view of the emergent trends in global security and politics informs the anticipated direction of policy-relevant research in the coming years. The structure of the Global Security & Politics Program is organized around the principal theme of "regional security and complex conflict management," with each of the projects examining specific issues or dynamics relevant to addressing, in an innovative manner, the challenges of governance.

Overall, the program aims to extend its work plan beyond the Arctic and the Asia-Pacific to include Africa, the greater Middle East and South Asia, which are viewed as being the critical conflict arenas of the future. In the coming years, the Global Security & Politics Program will examine the intersection of conflict management and governance, focusing on how to strengthen the governance that currently exists and to nurture new systems, coalitions and processes. Projects will focus on five key areas.

#### Governance of Conflict Management

Powerful states engage in conflict management when and where they wish to do so. Smaller powers operate in quieter ways, often with ample cover provided by international and regional organizations. The sharp end of conflict management, involving the threat or use of force and coercive intervention, is governed by international law and influenced by doctrinal and normative evolution surrounding these issues. Projects will explore whether a governance problem exists in conflict management and propose innovative solutions to address it.

The outcomes of these projects will include the development of: an international network of partnership organizations with similar interests and complementary programs aimed at strengthening the governance of regional and international conflict management processes and systems; a series of publications aimed at policy makers, practitioners and analysts; and direct engagement with old and



new actors in the conflict management field, which may include capacity-building efforts (education and training), networking and consultation.

### Internet Governance

The Global Security & Politics stream has isolated Internet governance as a critical, crosscutting research project that brings together fundamental and applied research with track 1.5 and track 2.0 engagement, with the intent to affect those involved in formally addressing the increasingly complex and demanding world of Internet policy and practice. The Internet is a phenomenal enabler for economic growth and development, and a great force for promoting democracy, sharing ideas and connecting people. It is a core driver of globalization. A free, open and secure Internet governed by stakeholders rather than governments, could facilitate innovation, encourage participation and help address key global challenges. The current multi-stakeholder model of Internet governance has served us, and the Internet, exceedingly well.

Still, an intensified, sometimes confrontational, debate is occurring around a broad set of Internet issues in general, and around the future of Internet governance models in particular. Tensions among various emerging, uncoordinated and localized governance regimes present new global governance challenges.

The urgency to think afresh is paramount. This is why CIGI, in 2014, established a Global Commission on Internet Governance (GCIG) to look to a wide range of human rights, democratic values and governance challenges that will affect the future operation of the Internet.

- The GCIG is also supported by Chatham House (the Royal Institute of International Affairs), the Organisation for Economic Co-operation and Development (OECD) in Paris (as a research partner), an international network of experts and a global public consultation process. These relationships may also form the basis for future collaborations on Internet governance, long beyond the work of the GCIG itself. We

envision that the initial results of the GCIG will inform the emergence of new policy-relevant research projects that will create opportunities for CIGI over the life of this five-year strategic plan.

- The results of the GCIG’s original research along with a series of consultative meetings among GCIG members will be presented in a set of primary published documents to be released prior to and at key international conferences during 2015–2016. While the Government of Canada, the OECD and various parts of the UN system are focal points for engaging the relevant policy communities, the GCIG also envisions continued collaboration with a variety of stakeholders. CIGI anticipates an ongoing series of research projects and policy initiatives to emerge from the collaborative partnerships forged through the GCIG process.

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### Mapping the Conflict Space

Research will explore the regional and global environment in which the non-military “soft” security instruments of mediation, conciliation, unofficial diplomacy, conflict prevention and post-conflict peace building take place. The regions of focus include Africa, the Indo-Pacific, the Arctic, Eurasia, the Middle East and Maghreb, and Latin America. The approach to studying these regions will be phased, with priority given to the Indo-Pacific, the Arctic and Africa. The rationale behind this approach is that the patterns of conflict

management today are increasingly diverse and ambiguous as states, groups of states, non-official actors and international institutions feel their way toward new forms of collaboration. It is also apparent that regional actors and organizations are increasingly self-confident about playing leading roles in conflict management, especially in providing legitimacy for wider international action, but they have some major constraints and limitations in both the effectiveness of their engagements and setting precedents for future action.

### Negotiating Global Deadlocks

Over the next several years, the Global Security & Politics Program will explore new solutions to addressing intractable problems such as climate change and the reduction of carbon emissions into the atmosphere. The global warming problem famously requires international cooperation, yet the accomplishments of UN negotiations have been disappointing. Other public and private efforts are underway, but they also fall far short. The Global Security & Politics exploration of the feasible negotiating techniques will complement the finance approach to climate change of the Global Economy Program, and the exploration of relevant treaties and agreements in the ILRP.

### New Actor Case Studies

These studies will explore the experience (contributions and limitations) of semi-official and non-official actors (track 1.5 and 2.0) in conflict management, the roles of small and medium powers, and the conflict management potential and constraints of formal regional and sub-regional security organizations. While states and intergovernmental organizations remain centrally important in conflict and conflict management, they increasingly have to share their roles with a growing list of “others,” both within their own societies and within the so-called international community. These include groups such as the Crisis Management Initiative, the Henry Dunant Centre for Humanitarian Dialogue, the Carter Center, Conciliation Resources and other members of the

vast network of civil society organizations involved in mediation, unofficial diplomacy, conciliation, conflict management and peace building.

### Regional Actors and Approaches

As discussions continue around the necessity of preserving existing dysfunctional governance arrangements, such as the UN Security Council and its ongoing failure to maintain international peace and security, regional actors and new approaches are coming to the fore, and their role in conflict management and resolution must be explored.

Fresh thinking will be developed through research on the role of local regional and sub-regional bodies as magnets and catalysts — both in addressing their own problems, and in attracting the support and interest of non-regional states and unofficial actors and civil society organizations deeply engaged in the conflict management and resolution space.

### 4.1.3 International Law

Globalization and the increased interaction and integration of governments, people, environments, businesses, technologies, products and ideas present new governance challenges that call for a reassessment, revision and reinforcement of the international rule of law. As a multicultural and multilingual nation of indigenous peoples and immigrants defined by good governance, rule of law and respect for human rights, Canada is well positioned to exercise global leadership in improving the international rule of law. With its global and regional networks of influence and an advanced economy reliant on trade and investment, information technology and innovation, and with actual or potential competitive advantage in finance, energy, extractive industries and the environment, Canada has much to contribute and much to gain through improving the international rule of law.

CIGI's ILRP is unique in straddling and leveraging academic, business and governmental perspectives, and focused on understanding and improving international law for better global governance. The ILRP's vision for the next five years is to strive to



be among the world's leading international law initiatives, focusing on international governance, with recognized impact on how international law is brought to bear on significant Canadian and global issues. The ILRP mission is to seek to connect knowledge, policy and practice to build the international law framework — the international rule of law — to support international governance of the future.

Benefitting from CIGI's multi-disciplinary research environment, the ILRP will endeavour to find innovative and creative ways for international law to improve global governance. Through analysis of the efficacy of international law regimes, the ILRP will provide support across CIGI's other Programs, such as the Internet, Arctic and climate change governance, by exploring practical approaches, empirical case studies and interdisciplinary research considering the impacts on human security, rights and development.

In consultation with public, private and academic sector experts in international and transnational law, concentric circles of knowledge and influence will be developed to connect stakeholders and provide them with cutting edge, relevant and practical international law research and policy advice. To achieve the overarching goals of the ILRP, a strategic plan has been developed that will focus on advancing knowledge and understanding in three vital areas of international law: international economic law; international environmental law; and international intellectual property law.

### **International Economic Law**

International economic law is a vast field, which for purposes of research focus has been subdivided into three key areas. Within each, there are many potential avenues to explore:

- international and transnational governance and regulation of cross-border insolvency and sovereign debt;
- multilateral harmonization of local regulations in the global value chain, including developments in private international law and adoption of the Ruggie Principles on business and human rights; and
- emerging issues in international trade and investment law, particularly: governance of multilateral and preferential trade agreements; and assessing the use of investor state arbitration in diverse contexts (case studies).

### **International Environmental Law**

The ILRP's research on international environmental law issues aims to advance effective use of science-based international, transnational and national law to protect the environment, reverse climate change and achieve sustainable prosperity. In particular:

- assessing the efficacy of bilateral or regional environmental agreements vs. multilateral environmental agreements;
- international or transnational governance and regulation of the extractive industry and energy sector, including the concept of environmental protection as a human right; and
- assessing international, transnational and local law-based and market-based approaches to reversing climate change (through the use of case studies).

### **International Intellectual Property Law**

The ILRP's study of international intellectual property (IIP) law will initially focus on four key aspects, but will evolve with the pace of innovation and related international law governance challenges:

- green or clean technology;
- adaptation of IIP law frameworks for open innovation and collaboration;

- evaluating IIP rules and the advantages and disadvantages of multilateral vs. like-minded or regional Intellectual Property (IP) instruments (through the use of case studies); and
- protecting IP rights while unlocking and commercializing intellectual property from academic research — disseminating functional IIP knowledge to innovators (through IP Law Clinics).

#### 4.1.4 Crosscutting Initiatives

While CIGI research is built around three pillars for clarity and focus, as well as for managerial effectiveness, we also recognize that many policy issues are interrelated and connected across themes. Projects that are rooted in one area will often need to collaborate with projects in other areas. Fellows and research staff will be encouraged to explore combining their strengths, contributing to each other's activities and outputs in order to enrich the research results. For example, all three of the pillars are tackling aspects of climate change: Global Economy (through the prism of finance and economic impact), Global Security & Politics (in exploring new ways to negotiate global deadlocks); and International Law (in exploring environmental treaties). Collaborations may include joint conferences, peer review of papers and co-authoring publications.

CIGI's ILRP is especially noteworthy in terms of its ability to foster crosscutting research. International law is foundational to governance across all sectors of international affairs. Governments, international organizations and civil society, including the private sector, construct their policies and practices based on legal structures, and in this way international law forms the very bedrock of contemporary international affairs. Law offers credibility, some degree of predictability, assurance and geostrategic stability by defining relationships and the legitimacy or illegitimacy of actions. Hence, with the emergence of the ILRP as CIGI's third program stream, opportunities for linking politics, security and economics to governance is enhanced by the presence of law as institution and as practice.

A significant CIGI undertaking that brings an array of disciplines together is the crosscutting Africa Initiative. Funded since 2008 through an anonymous \$10 million donation, CIGI's Africa Initiative had previously been run as a stand-alone project. Then, in 2010, it was grouped under the Global Development theme, but still largely run independently. It entered a new phase in 2014, to leverage impact by integrating it with the three existing research pillars of Global Economy, Global Security & Politics, and International Law — including in research areas such as climate change, Internet governance and the G20, each of which needs a strong Africa-focused component. Going forward, the Africa Initiative will support these main research streams by either assuring Africa-focused content in existing projects or stimulating new projects within them. In either approach, CIGI will retain its commitment to enhancing knowledge about policy-relevant issues affecting the continent, and growing the capacity of African scholars to pursue policy-oriented research.

The other crosscutting CIGI projects are the G20 and Internet governance. CIGI conducts an active program of research, policy analysis, conferences and workshops under the G20 Working Group. As the G20 bills itself as the world's premier economic forum, leadership of this G20 Working Group is anchored in the CIGI Global Economy Program, but clearly cuts across CIGI research themes due to the wide scope of the G20 itself. Internet governance, which is rooted in the Global Security & Politics Program, but is critically important to business issues in the global economy, legal issues such as IP rights and much more — given that the Internet is increasingly integral to all aspects of life. CIGI will maintain a watch for further areas of collaboration to maximize synergies in research across all streams.

## 5.0 PARTNERSHIPS



CIGI is committed to working collaboratively with others in order to support and advance its vision and mandate. Partners might include Canadian or foreign think tanks, academic institutions, government departments (federal, provincial, municipal), private companies, not-for-profit organizations or foundations.

Partnerships at CIGI occur across a wide range of structures and purposes. Some are major, long-term institutional partnerships occurring over multiple years with a firm legal underpinning (such as CIGI's partnerships with two universities in the BSIA or with Institute for New Economic Thinking (INET) or the long-term partnership with African organizations in the Africa Portal). Some are partnerships that occur for the life of a multi-year project (such as with Chatham House and the OECD in the GCIG), and such partnerships may be either symmetrical, including joint decision making, or asymmetrical, in which roles and responsibilities differ, but each partner brings important value to the table. Some partnerships may be simply expedient ventures for a single event (such as a joint conference or public panel) or a one-time joint publication.

By undertaking partnerships, CIGI is able to leverage its intellectual and financial resources, and to increase awareness and influence of its research program. Partners make a contribution (such as content, funding, human resources) to a program activity, adding to its success. The calibre of CIGI's partners is a sign of its peer network and positive reputation. CIGI will reap the full potential from its partner network with formal processes and agreements, to avoid the misperceptions of CIGI as a grant-making institution, and to guide CIGI partnerships by a set of principles, processes and strategic objectives.

Though flexible in nature and covering a range of activities, when exploring future partnerships CIGI is guided by two key values: organization and program fit; and benefits exceed risks and costs.

### 5.1 BSIA

The BSIA is an important partnership for CIGI, offering mutual benefits to both the school and the think tank. It is a model of innovation, bringing together two quite different universities with a private and independent think tank, to create a unique institution that fosters the highest quality of academic experience, awards university degrees, and affords faculty and students the opportunity to work with the expertise and resources available at CIGI, to bring their scholarship to bear on problems of global governance and public policy. The university partners are solely responsible for the academic programs, assessments and decisions among and about faculty and students, while CIGI brings contributions of institutional management, policy linkages and techniques of knowledge mobilization. CIGI benefits from collaboration with the academic community at the BSIA, while the BSIA benefits from the local and global networks of expertise and policy knowledge through CIGI.

CIGI's role in the partnership began in 2007 with a founding gift from Jim Balsillie to the two universities to establish the BSIA, and has been maintained through the creation at each university of eight CIGI chairs and 15 CIGI graduate fellow

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“CIGI is committed to working collaboratively with others in order to support and advance its vision and mandate.”

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scholarships for masters-level students (for a total of up to 16 chairs and 30 junior fellows). CIGI also has provided additional financial resources to support research and related activities undertaken primarily by BSIA faculty, but on occasion also by other faculty from the two partner universities.

Until 2017 when various financial arrangements reach points of decision about renewal, replacement or termination, CIGI anticipates a continuing research and mentoring relationship with the BSIA and the partner universities.

## 5.2 Council on Foreign Relations and the Council of Councils

In spring 2012, CIGI joined with the Council of Foreign Relations and an array of other premier international think tanks from around the world to establish the Council of Councils (CoC). The CoC now is composed of 24 of the major policy institutes from some of the world's most influential countries. CIGI remains the only Canadian think tank invited to be a member of this influential group. Designed “to facilitate candid, not-for-attribution dialogue and consensus-building among influential opinion leaders from both established and emerging nation,” the CoC looks to provide informed policy-relevant research and analysis that can inform governments and international institutions. CIGI looks forward to building selective research partnerships with

members drawn from the CoC in ways that will enhance research capabilities, enrich CIGI's research programs and strengthen access to policy-making communities and to prominent individuals.

## 5.3 INET

CIGI has been a partner of the INET since January 2011. Based in New York, INET is a global economic research and education foundation designed to broaden and accelerate the development of a new field of economic thought that will lead to real-world solutions to critical societal challenges. In its first years, the CIGI and INET partnership focused on joint conferences and awarding research grants aimed at advancing new thinking on economic issues. In the coming years, moving away from grants, CIGI will focus on supporting select, highly strategic engagements with worldwide leading research institutions and scholars whose work is aligned with CIGI's Global Economy Program research agenda. The overarching goal is to bring CIGI's comparative advantages in governance and policy connections to INET's work.



## 6.0 ENGAGEMENT AND OUTREACH



### 6.1 Engagement

The composition of staff at CIGI — researchers and communicators — provides an opportunity for leading experts not only to undertake research and analysis, but also to disseminate the evidence to key stakeholders. Moreover, CIGI's goal of achieving recognized impact makes effective dissemination imperative. As illustrated in the above sections, CIGI uses multiple approaches to communicate policy recommendations based on strong research and analysis.

CIGI acknowledges that the policy process is non-linear. Proving attribution for specific changes in policy is extremely difficult, and disseminating research findings alone rarely leads policy makers to act. For this reason, CIGI — while seeking evidence for uptake — will invest a greater focus on continually moving knowledge to power, through strategic engagement and influencing activities that are meant to inform policy makers.

CIGI works to build relationships with policy makers by engaging in ongoing, two-way dialogue to ensure that the organization is well known and viewed as a positive contributor to the formulation of sound public policy, which in turn leads policy makers to seek out advice on key areas of interest to CIGI experts, whether through face-to-face meetings, formal presentations to parliamentary or congressional committees, or by participating as experts on committees or during round tables. Consistent engagement with government staff, as well as political staff, gives CIGI the opportunity to participate in the early stages of policy development, explain the effect of proposed policies and highlight future issues around global governance in a less formal manner.

Influencing activities at CIGI focus on: building on the reputation of CIGI research and credibility of affiliated experts; identifying and establishing strong relationships; and delivering research results through policy networks. By focusing on these areas of the research-to-policy nexus, CIGI takes the opportunity to engage and influence key stakeholders.

### 6.2 Purpose of Outreach

CIGI conducts an ongoing campaign of publishing and communications to amplify CIGI's core research activities through knowledge mobilization, to support the think tank's overarching goal of policy impact and to help people understand the importance of what CIGI does. To this end, CIGI will continually refine its understanding of relevant audiences for CIGI's research and its methods of reaching them with the most compelling messages. Systems of dissemination will be built into project designs, to achieve specific and articulated goals. Recognizing that public outreach, government relations, impact and influence go hand-in-hand, success will require CIGI's Programs and Public Affairs to collaborate in the design and execution of projects, to ensure that dissemination with a view to impact is built into the plans.

At all times, the work of CIGI, its publications and outreach activities will be non-partisan in nature, objective and based on a well-reasoned position. In this regard, efforts aimed at policy impact will universally be based on rigorous research and on factual information that is methodically, objectively, fully and fairly analyzed.

### 6.3 Strategies for Outreach

CIGI develops customized outreach strategies for its leading initiatives and research themes, with the goal of promoting ever wider global awareness of CIGI and its mission; and creating relevant audiences for policy analyses and recommendations of CIGI's research teams and outputs. These plans will include targeted media strategies for different audiences by geography (whether Canada, the United States or other countries and regions) and by sector (whether the broad public, government and policy-making circles, academic communities, or the business or corporate sector) and through particular journalists and media channels (print, broadcast, digital and social media). Outreach will be measured not only by the size of the audience in any channel, but also for the quality and influence of the audience in advancing CIGI's mission of improving international governance.

Four main strategies for outreach are employed at CIGI: Publications, Digital and Social Media, Communications and Media Relations, and Events.

#### 6.3.1 Publications

Outputs include publications in the form of books, research papers, policy briefs, commentaries and special reports, which are produced and disseminated through collaboration between Programs and Publications staff, and held to high standards of peer review, editing and design to ensure excellence.

#### 6.3.2 Digital Media and Technology

The Internet allows CIGI to reach a global audience. New and emerging tools, techniques, processes, platforms and social media channels require constant innovation by Digital Media in partnership with Information Technologies (ITs) to support research and enable the think tank to constantly be innovating and making best use of the available tools to present itself and its work optimally.

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‘ Outreach will be measured not only by the size of the audience in any channel, but also for the quality and influence of the audience in advancing CIGI’s mission of improving international governance.’

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CIGI will stay at the forefront of social media developments and ensure strong collaboration between Programs and Public Affairs to build its global presence, fostering awareness of CIGI expertise in relevant communities of influence. Mindful that the true power of social media rests not in technology but in the credibility, cogency and timeliness of content, CIGI will encourage its researchers to engage effectively in social media in ways that support the objectives of their projects and the CIGI mission. This will require the development and delivery of continual and reliable streams of intelligent policy analysis and commentary in CIGI's chief areas of work.

CIGI will utilize new ITs to foster a research infrastructure that is more global, innovative and productive. CIGI researchers will be able to access CIGI research and analytical tools on more kinds of mobile devices, from more locations. CIGI IT will embrace cloud-based technologies for file sharing and communication, even among far-flung colleagues and through CIGI's widening networks. With continual development and learning, CIGI's IT staff will stay abreast of the emerging "Internet of Things," new devices and new applications that can help create smarter environments at the CIGI Campus and at CIGI conferences and events anywhere in the world.

### 6.3.3 Communications and Media Relations

CIGI will continually review and update its practices for outreach to media, the broader public and key stakeholders, to present its initiatives and activities in the clearest light. Overarching communications strategies will be developed and implemented for all of the major CIGI initiatives, identifying intended specialist policy audiences and stakeholders, as well as the most effective means of reaching them both directly and through indirect channels such as media. Specific journalists and media outlets will be identified based on their influence in policy circles, to groom good relations with CIGI fellows and researchers. Tactics will continually be reviewed and evaluated for results, and in light of best practices at other think tanks, to ensure CIGI has a growing presence in the global dialectic on issues of international governance.

### 6.3.4 Events

CIGI will leverage its convening power to create events that, in their formats and attendance, will be designed to achieve specific objectives and contribute to building CIGI's reach and influence.

Such events include: conferences and workshops; policy round tables, briefings, meeting and forums; and public lectures and events. Besides organizing its own events, CIGI will also raise its global profile by selectively participating in conference and events that are most likely to amplify the influence of its policy work.

### 6.3.5 Community Relations

CIGI is accountable to its home community, in part because the CIGI Campus sits on City of Waterloo land, and will be a socially responsible corporate member of the community. Locally, CIGI will stage events to highlight its work and foster a vibrant hub of intellectual activity for the benefit of the region's citizens. CIGI will support employee volunteerism and participation in charitable activities, and maintain corporate membership in such community-building organizations as the local Chamber of Commerce. CIGI will continue to seek out new and creative opportunities to strengthen the cultural, social and economic fabric of Waterloo Region — consistent with its policy and governance vision for a peaceful and prosperous international community.

## 7.0 CORPORATE GOVERNANCE

Initially, as a condition of its funding agreement with the Government of Canada, CIGI had two separate directorial boards — the Operating Board of Directors and the International Board of Governors. The Operating Board was responsible for the overall CIGI strategy, the appointment and review of the president, and the oversight of financial and operational plans. The mandate of the International Board of Governors was to advise the president and the Operating Board of Directors on the development of research agendas and on the formation of international networks.

As of October 2014, the Canada Not-for-Profit Act replaced the old Canada Corporations Act, Part II, and CIGI was obliged to transition to operate under the new regime. Learning from the experience of its first decade of operation, and based on the recommendations from the second federal evaluation, the organization moved to streamline its governance structure in order to capitalize on efficiencies. To that end, CIGI consolidated the International Advisory Board and the Operating Board into a single Operating Board, composed of individuals with the necessary competencies to efficiently and effectively perform the mandate previously undertaken by the International Board of Governors.

## 8.0 FINANCIAL SUSTAINABILITY

As CIGI continues to build on its accomplishments from 2010 to 2015, the period from 2015 to 2020 will involve greater efforts to secure additional funding arrangements in order to assure financial sustainability and prosperity through the longer term. By partnering with key stakeholders who not

only contribute to the prosperity of the organization, but also act to enhance CIGI's research capacity, CIGI will continue to perform activities in pursuit of achieving its organizational mandate. Wherever possible, CIGI will use its existing resources as leverage to enhance its partnerships.

## 9.0 INFLUENCE AND IMPACT

### 9.1 Tracking Results and Demonstrating Impact

Measuring the impact of a think tank is inherently difficult. Contributions are hard to measure with any precision, and tracking policy change over long, drawn-out cycles and establishing attribution in what is often a collaborative and competitive environment, are challenging tasks. But, despite inherent difficulties, tracking and measuring CIGI's efforts can begin to establish a connection between activities and desired outcomes.

There is no single measurement of impact for CIGI and common measurements available do not always capture the entire spectrum of activity and influence of the organization. CIGI has moved away from relying only on basic measurements — for example, the number of publications produced and citation counts (while these continue to remain valued metrics) — to harnessing a more significant breadth and depth of information and metrics. CIGI uses key performance indicators to track and measure progress toward meeting organizational goals and looks to inform decision making on an ongoing basis.

### 9.2 Evaluation

CIGI is committed to improved learning and knowledge sharing across the organization, as well as developing approaches to help meet the strategic goals of the organization, its research and operational units. Carrying out periodic evaluations is an integral part of this commitment.

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Tracking and measuring CIGI's efforts can begin to establish a connection between activities and desired outcomes.

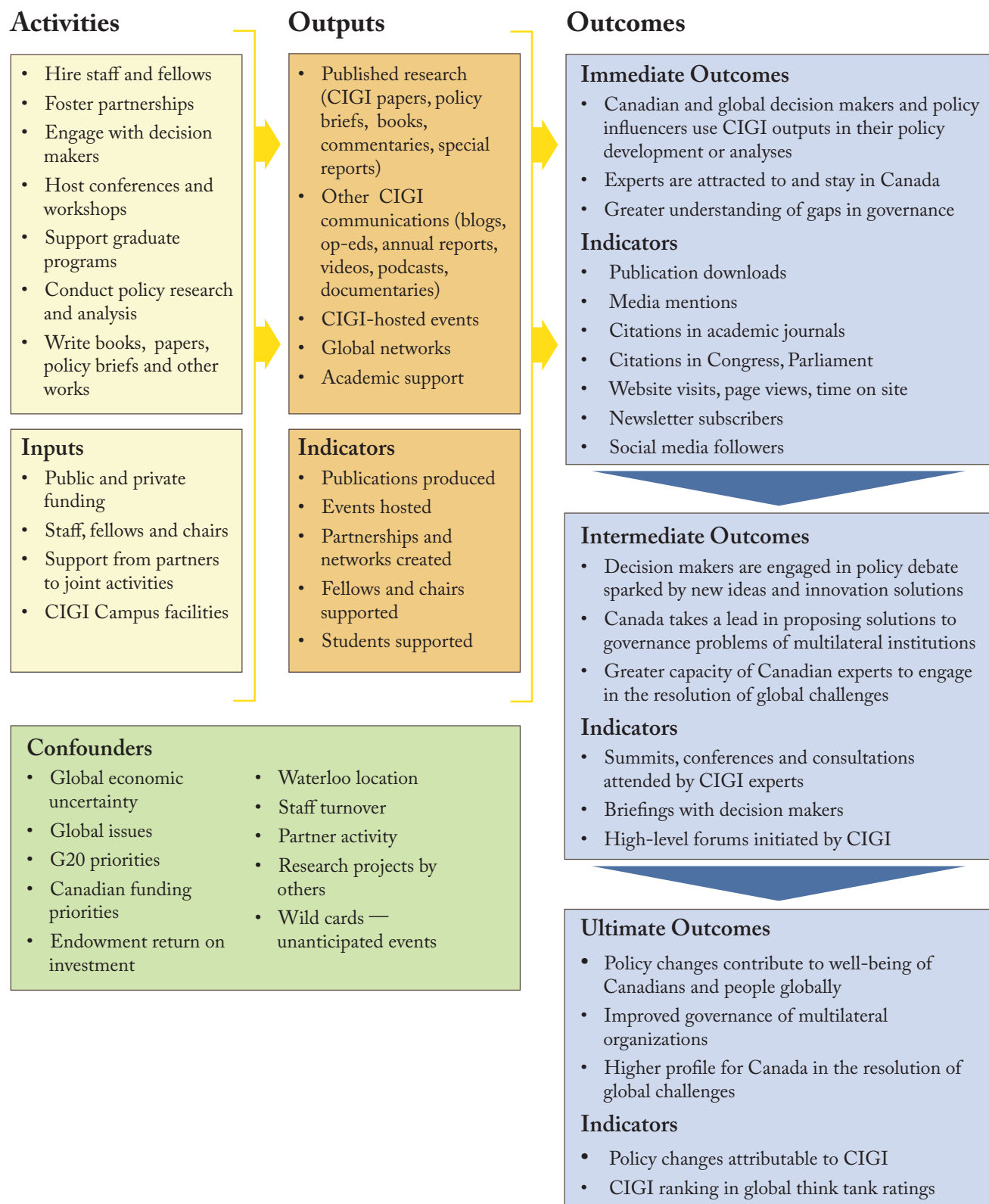
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Evaluations offer senior management a systematic and independent review of operations, programs and projects. They provide information on the continued relevance of CIGI and its programming, as well as the extent to which objectives are achieved and the value of their impact. Led by the Office of Evaluation and Planning, CIGI will conduct a regular schedule of evaluations at the organization level (every five years as required by the Government of Canada), as well as at the program and project level.

A revised logic model lays out the causal relationships between CIGI's inputs, activities, outputs and outcomes (see next page), including indicators for their assessment. This model will serve as the foundation for future evaluations, and will be in-built in CIGI programs, projects and operations to create a culture of continuous evaluation and learning in the organization.



## 9.3 CIGI Logic Model









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