2018 Evaluation of CIGI by Universalia Management Group
Management Response and Action Plan
22 June 2018

Recommendation 1: CIGI's role as an independent, nonpartisan think tank whose mandate through research is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security and politics, and international law should be maintained.

<u>Management Response & Action Plan:</u>
Agree. CIGI's core purpose is to identify challenges, gaps and opportunities in governance in the core areas of the global economy, global security & politics, and international law. CIGI believes that new and collaborative ways of thinking about these areas are required to improve arrangements and policies, and the results should aim to reduce inequalities and create opportunities for shared prosperity.

This purpose is reinforced in CIGI's Strategic Plan 2015-2020 and will continue to guide CIGI's work.

Responsibility Centre: President
Time Period: Ongoing

Recommendation 2: Avenues for increased opportunities for interaction with young researchers and scholars from Global Economy and Global Security & Politics programs with government stakeholders should be explored. The Government of Canada has expressed interest in the benefits of such an approach that includes "new thinkers".

Management Response & Action Plan:

Agree. CIGI is committed to supporting young researchers and scholars as the next generation of new thinkers. Every year, a regular schedule of youth-focused programming is carried out that brings together students, community groups, and researchers to engage on key topics related to global governance.

Current examples of youth engagement at CIGI include the annual Global Youth Forum, youth engagement in the World Refugee Council, various projects with the Balsillie School of International Affairs, a model United Nations event, and ongoing support and engagement with graduate students and postdocs through CIGI's International Law Research Program.

Additional opportunities to engage young scholars will be actively pursued and consideration will be given to how this pursuit can be incorporated into the CIGI's next strategic plan (2020 – 2025).

Responsibility Centre: Program Director, Global Economy; Program Director, Global Security & Politics

Time Period: FY 2018/19 – FY 2019/2020

Recommendation 3: Address staff turnover or "churn" issue. Reduction of turnover would support achieving productivity gains and stability of human resources.

Management Response & Action Plan:
Agree. Program transitions and routine staff turnover are to be expected in an organization where there are few permanent positions. Turnover is tracked in a number of different ways to ensure it stays within an acceptable range for the organization, including in the annual HR report, the annual risk management report, and on CIGI's dashboard of key performance indicators (KPIs).

In addition, CIGI has recently introduced a new system to measure engagement and employee happiness on a quarterly basis. The new program, called "Plasticity," helps to pinpoint areas for improvement and inform decision making as it relates to staff and resources. Additional efforts to support human resources, like this one, will be considered on an as needed basis.

A new director of Human Resources will by hired in July 2018 (to replace the current director who will be retiring) and will be tasked with continuing to address stability in human resources.

Responsibility Centre: Director, Human Resources
Time Period: Ongoing

Recommendation 4: CIGI should promote enhanced interaction between and among Fellows across the entire organization; CIGI senior managers should plan more regular meeting(s) with CIGI researchers, Fellows, and Chairs to discuss expectations, roles, research involvement and synergies. CIGI should improve communication and interaction between ILRP and other programs and stakeholders. There is not a strong knowledge or understanding about its work.

Management Response & Action Plan:

Agree. CIGI will continue to concentrate on three principal research pillars — Global Economy, Global Security & Politics, and International Law. However, with the programs now well established, additional focus is given to the interdisciplinary intersections between the three streams and to nurturing synergies to maximize the exposure of work.

The position of Managing Director was created at CIGI in 2017 and is tasked with overseeing cross-cutting areas and interactions among staff and fellows. An example of this already underway is a new schedule of regular meetings on the emergence of China as a global power as one of CIGI's prioritized cross cutting areas of work that involves researchers and fellows from all three program areas.

Similar "task forces" have assembled at CIGI around three key areas of focus: 1) G7/G20 and the future of work; 2) climate change; and, 3) innovation and technology. These groups are a relatively new medium at CIGI and serve to offer clarity among roles, avoid duplication of efforts, and ensure that communication is occurring early and often.

The ILRP is CIGI's newest program and its activities only began in earnest in 2014, which may impact the awareness within the organization of the important work being undertaken by the law program. It also accounts for the largest share of CIGI's program budget (42% in FY2017/8) and should maintain an appropriate prominence among CIGI's work portfolio and its messaging, both internally and externally.

As it relates to internal communications, as of January 2018, ILRP deputy directors (who lead each of the law program's 3 thematic areas: IP, environment, trade) participate in bi-weekly Senior Management Team meetings. They also attend bi-weekly Management Meetings that offer an opportunity to share updates from across the organization.

CIGI is also introducing a town-hall formatted meeting for staff beginning in May 2018 and it will be recurring on a quarterly basis. This is an opportunity to improve internal communications and for leaders from operations and programs alike to share key messages on priorities with the entire organization.

As it relates to external communications, all program directors maintain a regular schedule of consultation with stakeholders both federally and provincially. There is, however, always room to improve. CIGI will continue to explore new tactics to improve communications and increase understanding of its work.

Responsibility Centre: Managing Director
Time Period: Ongoing

Recommendation 5: CIGI should consider establishing clear themes, or flagship key projects, one per Department, using existing logic models as a guide. Strategically focusing resources on a few program priorities would increase impact and influence on policy makers.

Management Response & Action Plan:
Partially agree. CIGI currently runs 28 projects across 3 program areas. The roster is wide and diversified to ensure CIGI's continued relevance in an environment where global priorities—and Canada's in particular—are consistently evolving. During the annual planning process for CIGI's Program of Work and Budget, the leadership team gathers at a 2-day management retreat to discuss priority areas for the coming year and identify areas for synergy. Flagship projects (such as the World Refugee Council) are identified in this process, as are smaller scoping projects. This blend of large and small projects across program areas has served CIGI well over the past five years.

Additionally, each program director and deputy director devotes a significant portion of his or her budget to a single topic on an annual basis to maximize impact. CIGI will continue to practice this approach to strategically focus its resources across the 3 program areas and the underlying cross cutting issues.

Responsibility Centre: Senior Management Team
Time Period: Ongoing

Recommendation 6: CIGI should develop follow-up plans for projects, publications and meetings to ensure key activities' legacies and recommendations are maintained and acted upon in the interest of sustainability and as reference points for future action.

Management Response & Action Plan:
Partially agree. CIGI takes seriously the legacy and lasting impact of its work. As the organization continues to evolve, the leadership team looks for new ways to improve knowledge management and demonstrate impact. Examples of this over the past five years include developing a dashboard of key performance indicators (KPIs) to track progress (2015); launching SalesForce to track relationships and interactions with key stakeholders (2016); generating annual public affairs metrics reports to analyze the impact and effectiveness of outputs (2016); and, introducing new financial management software for managers to better understand and track project costs and efficiencies in real-time (2015). CIGI also relies on a regular cycle of evaluations (both required and voluntary) to assess outcomes and begin to take stock of its legacy.

It is an ongoing preoccupation of CIGI to ensure not only that outputs reach key stakeholders, but also that those relationships are fostered over the long-term and revisited when appropriate. Much of CIGI's strategic work on major files like the internet governance commission, sovereign debt, and the G20 has a long lifecycle that carries forward beyond the end of a project. Key messages are revisited and key players are called upon again to ensure that CIGI's work has the greatest impact.

In addition, CIGI tested a new post mortem report in 2017 to better understand the impact of a key publication series. The report assessed the relative success of CIGI's collection of 16 essays titled the "Innovation Series" across a set of predetermined performance indicators. Insights gathered from this exercise will inform decision making on the design and implementation of future publications.

CIGI will continue to align programs and public affairs departments to work closely to ensure the legacies of key activities are maintained and acted upon. The abovementioned post mortem exercise will be repeated where it is expected to add value, but there is no plan in place to require formal follow-up plans for all projects, publications and meetings.

Responsibility Centre: Director, Public Affairs; Program Directors
Time Period: Ongoing

Recommendation 7: To improve monitoring of the logic model and progress toward result achievement, draft a corporate Performance Measurement Framework identifying indicators, baselines, targets, data sources, data collection methods, and responsibilities, which rolls up contributions from the three Program areas. This would facilitate ease in presentation of CIGI's numerous results achievements. Continue program/project-based logic models and project/program-based PMFs activities which facilitate improved monitoring / reporting of projects.

Management Response & Action Plan:
Partially agree. Demonstrating impact is always difficult business for a think tank in part due to, for example, questions around quantitative versus qualitative data, and attribution of policy or other success to any single entity or publication. In light of these factors that are well understood in the literature on research-to-policy effectiveness, there are costs to either over-investing in or over-selling seeming solutions such as those described in this recommendation. Nevertheless, CIGI continues to hone its ability to deliver sharp and meaningful results and makes considerable effort to assess policy impact.

CIGI develops program- and project-focused logic models where appropriate (as has been done with the G20, ILRP, and the World Refugee Council), and currently tracks performance data in its dashboard of key performance indicators (KPIs), which was established in 2015. The dashboard is not, however, tied to targets or results achievements and instead focuses on charting progress over time.

CIGI is willing to pilot the performance measurement framework model in FY 2018/19, as recommended by the evaluators. It will be applied to a new cross-cutting initiative taking shape and still in the planning phases. If it is proven that this new model yields the expected results of improved planning and results achievement, CIGI will look to introduce it more widely across other flagship projects.

Responsibility Centre: Director, Partnerships and Evaluation
Time Period: FY 2018/19

Recommendation 8: Increase diversity in Board composition, by moving towards gender equality. Stimulate new and fresh ideas by introducing term limits. All board positions should be filled. At present, there is an outstanding position by Global Affairs Canada to be appointed.

Management Response & Action Plan:

Agree. CIGI will be moving to implement a renewable 4-year term limit for all new incoming board members through a formal amendment to its by-laws. New Board Members will be limited to uninterrupted director tenure of two 4-year terms, with a third 4-year term available in exceptional circumstances.

While these term limits will not apply to current existing Board Members, a concerted effort will be made to achieve greater diversity among Board members going forward.

CIGI would welcome the nomination of a new Global Affairs Canada representative on its Board of Directors, as is required by the 2003 funding agreement between CIGI and the Government of Canada. As it stands, the seat has been vacant since October 2017.

Responsibility Centre: Board of Directors
Time Period: FY 2018/19

Recommendation 9: CIGI should become a focal point for Canadian researchers in International Governance Innovation by stimulating the creation of national thought networks (part of the original mandate), similar to international networks such as T20 and World Refugee Council.

Management Response & Action Plan:
Agree. Building on earlier successes like the T20, Global Internet Governance Commission and the World Refugee Council, CIGI is committed to making thought networks a mainstay of its program of work—both nationally and internationally.

As the evaluators note, playing the role of convenor for international networks around key issues is a core part of CIGI's original mandate, and is an area that is consistently proven as a strength for the organization. Work is already underway on how best to apply this model to the topic of innovation and emerging technology (including data governance).

Responsibility Centre: President
Time Period: FY 2018/19 – FY 2019/20