

2021 Annual Report



THE INSTITUTE FOR
PEACE & DIPLOMACY



THE INSTITUTE FOR PEACE & DIPLOMACY

is a non-profit and non-partisan North American international affairs think tank operating in the United States and Canada dedicated to promoting dialogue, diplomacy, prudent realism, and military restraint—principles we believe are the four cornerstones of sustainable peace in an increasingly complex and dynamic international system.

Founded in 2019, the Institute (IPD) encourages policymakers, and leaders in government, civil society, and business community to adopt a more restrained and open-minded approach in managing the strategic challenges and geopolitical risks of the 21st century.



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Table of Contents

Year in Review.....	1
Middle East Strategy Forum (MESF 2021)	6
East Asia Strategy Forum (EASF 2021)	9
Research & Programs.....	11
Publications.....	13
Metrics.....	14
Media Presence	15
Our Team	20
Engagements	24
Financials.....	31
Policy on Independence & Integrity in Research.....	33



Year in Review

In 2021, IPD engaged a multitude of international experts from think tanks, prominent and renowned senior officials, public intellectuals, business leaders, and journalists to share their insights with the Institute's audiences in North America and beyond.

IPD endured the online transition over the course of 2021. Through its digital channels, we sustained and accelerated our global outreach, engaging a broad range of experts from every continent. Moving forward, as pandemic restrictions are lifted, IPD is adopting a hybrid model of virtual and in-person programming. This transition enables the Institute to leverage its growing online base, bringing together international scholars and practitioners in a cost/time-efficient model.

The Institute's activities in 2021 have included research publications, expert roundtables, policy workshops, Chatham House discussions, and briefings of officials. IPD also inaugurated two annual policy conferences in 2021 including its Middle East Strategy Forum (MESF) and East Asia Strategy Forum (EASF).



In collaboration with the Canadian Department of National Defense, IPD has since held MESF 2022, the Institute's first post-pandemic in-person conference of defence and foreign policy leaders in Ottawa. With the Department's continued support, IPD will host



50+

Events organized



100+

Media interventions



160+

Experts engaged

the second EASF in the fall of 2022.

Our work in 2021 spanned subjects across IPD's four research programs. US-China competition, the Middle East's security architecture, Canada's foreign policy amid a shift to a multi-polar order, China's rise and its implications in the Indo-Pacific region, and the negotiations to revive the Iran nuclear deal were a few of the topics IPD analyzed through our research publications, online webinars, and conferences in 2021.

Over the next several pages, learn more about our activities in the past year.



At IPD, we aim to inspire constructive dialogue on critical security and geopolitical issues between key stakeholders and among intellectuals and experienced practitioners with diverse views. We believe that through this approach to debate, discussion and dialogue, we can better inform Canadian and American policymakers of the strategic challenges they face in their decision-making on the world stage.

— Bijan Ahmadi, Executive Director, IPD



2021 Events

Access and learn more from our public programming calendar by clicking each event.

FEBRUARY

US-China Relations Under the Biden Administration



PANEL WEBINAR ▶

Prospects for Iran-GCC Rapprochement in the Biden Era



PANEL WEBINAR ▶

Privacy and Passenger Biometrics: New Developments & Perspectives



PANEL WEBINAR ▶

The Role of Agriculture in Canada-China Relations: Sharon Sun



INTERVIEW ▶

Assessing Canada-China Relations: Challenges & Opportunities



PANEL WEBINAR ▶

MARCH

Cooperating with China on Climate: Ex-Ambassador Guy Saint-Jacques



INTERVIEW ▶

MARCH

Vaccine Diplomacy in the Middle East



PANEL WEBINAR ▶

APRIL

China's BRI Investments & Its Impact on North Atlantic Interests



INTERVIEW ▶

A Multi-Partisan Consensus on Canada's National Interests?



PANEL WEBINAR ▶

Canada's Middle Power Status: Dr. Zachary Paikin



INTERVIEW ▶

MAY

China's Development & Its Impact on Canada-China Relations



PANEL WEBINAR ▶



2021 CONTINUED

MAY

INAUGURAL 2021 MIDDLE EAST STRATEGY FORUM · MESF



CONFERENCE ►

JUNE

Rethinking Canada's Contribution to European Security



PANEL WEBINAR ►

Global Aviation Post-COVID: Institutional Considerations, Political Risks & New Competitive Landscapes



PANEL WEBINAR ►

US Perspectives on China & the Nature of the Chinese Challenge



PANEL WEBINAR ►

JULY

Geopolitics of Asia & Chinese Perceptions of Security in the Multipolar World



PANEL WEBINAR ►

Canada-US Relations in a Shifting World Order



PANEL WEBINAR ►

JULY

The Digital 'Great Game': The Technological Frontier in US-China Strategic Competition



PANEL WEBINAR ►

AUGUST

What's Next for Afghanistan?



PANEL WEBINAR ►

Impasse or Turning Point? Canada-China Relations at a Crossroads



PANEL WEBINAR ►

SEPTEMBER

The Sino-American Split—At Sea with a Broken Compass: Ex-Ambassador Chas Freeman



INTERVIEW ►

OCTOBER

American & Chinese Exceptionalism & 'The New Cold War' Rhetoric: Dr. Claes Ryn



INTERVIEW ►



2021 CONTINUED

OCTOBER

After the Two Michaels: How Should Canada Navigate the US-China



PANEL WEBINAR ►

Can Sanctions Succeed: Reflecting on a Decade of Financial Coercion



PANEL WEBINAR ►

NOVEMBER

China's Place in Canada's Vision of a 'Rules-Based Order'



PANEL WEBINAR ►

INAUGURAL 2021 EAST ASIA STRATEGY FORUM · EASF



CONFERENCE ►

Demystifying 5G, Cyber Security and Hi-tech Regulatory Regimes: Dr. Ken Urquhart



INTERVIEW ►

Prospects for the Iran Nuclear Talks



PANEL WEBINAR ►

DECEMBER

How Will Strained Ties With China Affect Multiculturalism in Canada?



PANEL WEBINAR ►

Keeping the Skies Safe: Prospects for Global Cooperation



PANEL WEBINAR ►

The Impact of Strained Ties With China on Canadian Universities



PANEL WEBINAR ►

Should the US Seek to Contain China?



DEBATE ►



In partnership with the Quincy Institute for Responsible Statecraft, IPD co-sponsored a debate on US China policy between scholars John Mearsheimer and David Kang.



MESF 2021

The Institute held its inaugural edition of the **Middle East Strategy Forum (MESF)** on May 19-20, 2021. Due to pandemic restrictions, the conference was organized virtually. MESF 2021 probed issues including great power competition in West Asia, Canada's defence engagement strategy towards the region, nonproliferation, and more.

Supported by partners including the Quincy Institute for Responsible Statecraft, IPD was proud to initiate Canada's only annual conference on the geopolitics of the MENA region and its implications for the North Atlantic bloc.

Review highlights, special guests, and more from 2021 in the leadup to MESF 2022 in Ottawa which was organized with the support of the MINDS program at the **Canadian Department of National Defence** in May 2022.



We strongly believe that including and engaging diverse voices from various countries—while we may strongly disagree with them—is crucial to understanding and deconstructing the rapidly changing regional security architecture. More importantly, it helps our decision-makers in Ottawa and Washington DC get a better sense of strategic debates that are happening in other countries that concern our national interests at home and abroad.

— Younes Zangiabadi, Executive Vice President, IPD



(Top Left) Panel: 'The Future of Diplomacy and Engagement in the Middle East'; (Top Right) Keynote: Chas Freeman, Former US Ambassador to Saudi Arabia; (Middle Left) Denise Natali, Former US Assistant Secretary, Department of State; (Middle Centre) Keynote: General David Petraeus, Former Director, Central Intelligence Agency; (Middle Right) Barbara Slavin, Atlantic Council; (Bottom Left) Keynote: Colonel Lawrence Wilkerson, Former Chief of Staff to Secretary of State Colin Powell; (Centre Right) Panel: 'Pathways to Manage Non-Proliferation'.



MESF in Reach



8,200+

Post-Conference Viewers



46

Speakers & Keynotes



12

Countries

With speakers hosted from a dozen countries, MESF 2021 heard from key guests and dignitaries including but not limited to:



**David
Petraeus**

■ Former Director, Central Intelligence Agency & Former Commander, US Central Command



**Chas
Freeman**

■ Former US Ambassador to Saudi Arabia & Assistant Secretary of Defense for International Security Affairs



**Denise
Natali**

■ Former US Assistant Secretary, Bureau of Conflict & Stabilization Operations, Department of State



**Ebtesam
Al-Ketbi**

■ President, Emirates Policy Centre; Member, Consultative Commission, Gulf Cooperation Council



**Abdulaziz
Sager**

■ Chairman, Gulf Research Center; Consultative Board Member, Geneva Center for Security Policies



**Andrew
A. Michta**

■ Dean, College of International & Security Studies, George C. Marshall European Center for Security Studies



**Sergio
Marchi**

■ Former Canadian Minister of International Trade & Ambassador to the World Trade Organization



**Ferry de
Kerckhove**

■ Former Canadian Ambassador to Egypt; Senior Fellow, Graduate School of Public & International Affairs, University of Ottawa



**Dania
Thafer**

■ Executive Director, Gulf International Forum



EASF 2021

IPD's inaugural **East Asia Strategy Forum** (EASF) was held on Nov 17-18, 2021. It convened high-level policy-makers, diplomats, foreign policy experts, and business leaders to discuss the geopolitics, strategic thinking, and economic trajectory of East Asia and the Pacific.

Review highlights, special guests and more from 2021 as IPD prepares to host EASF 2022 in Ottawa with the support of the MINDS program at the **Canadian Department of National Defence** this coming November.

Read our conference report to learn more key insights from EASF 2021.



**East Asia Strategy
Forum: Conference
Summary Report**



It is vital that Canada's foreign policy leaders not only establish a Canadian vision of its interests in Asia, but one that is based on an informed understanding of what regional stakeholders are truly demanding. The Forum is a step in the right direction, and it is critical that this exercise continues if Canada and its allies including the United States are to grasp not only areas where their interests align with those of Asian partners, but recognize where what they have to offer may have to change.

— Johnsen Romero, Research Associate, IPD



EASF in Reach



Post-Conference Viewers



Speakers & Keynotes



Countries

With veteran diplomats, retired defence officials, development scholars, and foreign policy leaders, EASF 2021 hosted a number of key guests including but not limited to:



**Nobushige
Takamizawa**

■ Former Deputy Secretary-General, Japanese National Security Secretariat; Former Japanese Ambassador to the Conference on Disarmament



**Geoff
Raby**

■ Former Australian Ambassador to China, APEC, & the World Trade Organization; former Deputy Secretary, Department of Foreign Affairs & Trade



**Elina
Noor**

■ Director, Political-Security Affairs, Asia Society Policy Institute



**David
Dollar**

■ Former Country Director for China, World Bank; Senior Fellow, Brookings Institution



**Sarah
Kutulakos**

■ Executive Director & Chief Operating Officer, Canada China Business Council



**Douglas
Macgregor**

■ Retired US Army Colonel; Former Senior Advisor to US Secretary of Defense Christopher Miller



**Jeffrey
Sachs**

■ Director, Center for Sustainable Development, Columbia University; former Special Advisor to UN Secretary-General



**Victor
Gao**

■ Vice-President, Center for China & Globalization

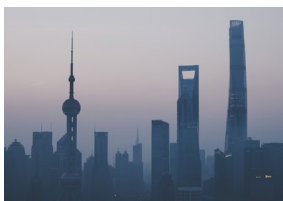


Research & Programs

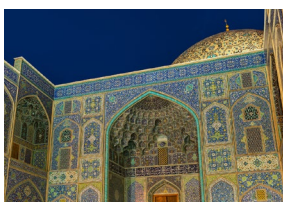
Program Areas



Canada's Role on the Global Stage



Asia



Middle East



International System 2050

IPD has continued to build on the work of its **four core research programs** throughout 2021.

Focused on priority geographies or thematics, each program has given rise to dedicated publications and expert discussions ranging from Canadian foreign policy to the changing global order.

IPD has also augmented its program areas with special initiatives and research projects that address timely developments or strategic issues.

With regular articles, policy briefs, white papers, newsletters, and more, review the Institute's special projects in 2021. The following pages also include highlights from IPD's year in publications, recommendations, and analysis from our experts and contributors.



2021 Special Projects

Current Landscape of US-China Relations

This research series examined the deterioration and future of Sino-American relations and sought to identify paths for de-escalation.

It produced **3 publications and 5 expert discussions** with guests including former US Assistant Secretary of Defense for International Security Affairs Chas Freeman and Eurasia Group's Managing Director for Global Technology Paul Triolo.

Canadian Election 2021

This project gathered top Canadian thinkers to provide analyses on the foreign policy dimension of the 2021 federal election.

It produced **6 publications**, including a joint open letter calling on party leaders to recognize the importance of foreign affairs in the campaign with 40 scholars and former diplomats as signatories including former ambassadors Henri-Paul Normandin, Guy Saint-Jacques, Peggy Mason, Jeremy Kinsman, Ben Rowsell, and more.

China Strategy Project

This ongoing project aims to identify and explore targeted areas of potential consensus that can underpin a unified national strategy for dealing with China.

Since launching in 2021, it has produced **6 publications and 5 expert discussions** with more forthcoming.



Through its growing network of senior fellows and experienced advisors, IPD has sought to create a hub for strategically minded Canadian researchers and foreign policy experts to revisit some of the fundamental pillars of Canadian foreign policy—pillars which may have served Canada well for decades but, in some respects, appear increasingly outdated. We have additionally organized numerous conferences and webinars exploring the evolution of great power relations and various regional security complexes—and what these developments imply for Canada over both the short and long term.

— Zachary Paikin, Research Fellow, IPD



Publications



Economic Sanctions: A Failed Approach

September 2021



On the Brink: Averting a New Cold War Between Washington and Beijing

November 2021



Why Did the American State-Building Enterprise in Afghanistan Fail?

October 2021



Outlook for Vienna Nuclear Talks

July 2021



Ebrahim Raisi's Foreign Policy Views

June 2021



Why Did the Taliban Win?

August 2021



Canada-China Relations: The Case For Prudence

October 2021



Canada and the Great Power Triangle in the 2020s

May 2021



Is Canada Still a Middle Power?

April 2021



A Better Arena for Competition: Climate

April 2021

— and more.



Metrics

The Institute and its network achieved several milestones in 2021. Review our year, exposure, and impact by the numbers:



2

Conferences

*To be held annually
in hybrid format*



33

Experts

*Leaders, advisors,
and fellows*



50+

Events

*Broadcast and
Chatham House*



58

Press Citations

*Quotes, references, and
interviews*



47

Press Articles

*Media articles and
op-eds*



57

Publications

*Briefs, reports, pa-
pers and more*

Social media metrics as of December 31, 2021:



37.4k

Viewers

YouTube



3.3k

Followers

LinkedIn



1.9k

Followers

Twitter



4.9k

Subscribers

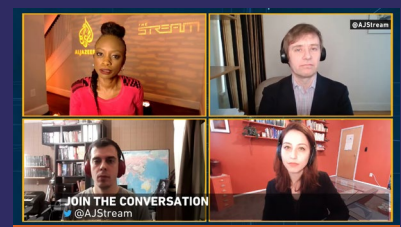
Newsletters



Media Presence



Interventions and commentaries from IPD's experts in international media grew significantly over 2021. Review our year in quotations, public op-eds, podcast and broadcast interviews, as well as prime-time panels in Canadian and international press outlets.



As seen on:



TRTWORLD



ALJAZEERA



Deutsche Welle

TVA NOUVELLES



CBSN



Interviews & Podcasts

- » *Canada's complicated relationship with China*

iAffairs Canada · Policy Talks

ft. Advisor Wenran Jiang

- » *Alberta and provincial orders on Chinese university collaborations*

CBC · As It Happens

ft. Advisor Wenran Jiang

- » *L'impact du retrait des troupes américaines de l'Afghanistan sur le Canada*

Radio-Canada · Y a pas deux matins pareils

ft. Research Fellow Zachary Paikin

- » *Le Canada n'a pas de plan de match pour ses politiques étrangères*

QUB Radio · Benoit Dutrizac

ft. Advisor Jocelyn Coulon

- » *Chinese-Canadian relations after ELXN2021*

Unpublished Cafe

ft. Executive Director Bijan Ahmadi

- » *As tensions flare between Taiwan and China, what will it take to keep the peace?*

CBC · The Current

ft. Advisor Wenran Jiang

— and more.



Quotations

- “ *Iran nuclear talks resume — will they yield results?*

Deutsche Welle

ft. Vice President Younes Zangabadi

- “ *A fifth foreign affairs minister for Trudeau starts another 'new beginning'*

The Hill Times

ft. Advisor Jocelyn Coulon

- “ *Iran's tipped top diplomat no friend of US, Israel or JCPOA*

Asia Times

ft. Executive Director Bijan Ahmadi

- “ *Democrats pressure Biden on US backing for Saudi war in Yemen*

The Intercept

ft. Senior Fellow Max Abrahms



- “ *Raisi's economic plan lacks rhyme or reason*

Asia Times

ft. Vice President Younes Zangiabadi

- “ *China sentenced Canadian Robert Schellenberg to die. Will Meng Wanzhou's release spare his life?*

CBC News

ft. Advisor Wenran Jiang

- “ *Une stratégie qui fait patate*

Le Devoir

ft. Advisor Jocelyn Coulon

- “ *Biden's Syria airstrikes test US role as world's police, get bipartisan support - and criticism*

USA Today

ft. Senior Fellow Max Abrahms

- “ *Multiplication des postes vacants au sein de la diplomatie*

La Presse

ft. Advisor Jocelyn Coulon

- “ *Canada's envoy to Beijing summoned home for high-level talks as Western sanctions hit China*

Globe & Mail

ft. Advisor Wenran Jiang

- “ *«Le Canada à la recherche d'une identité internationale»: un Canada isolé du monde?*

Le Devoir

ft. Advisor Jocelyn Coulon

- “ *New ideas sought for nuclear talks with Iran*

Deutsche Welle

ft. Vice President Younes Zangiabadi

- “ *Jeux de Pékin: la pression monte sur Ottawa pour un boycottage*

Le Journal de Montréal

ft. Advisor Jocelyn Coulon

- “ *The rise of jihadist groups in Africa*

The New Arab

ft. Senior Fellow Max Abrahms

— and more.



Articles & Op-eds

✎ *A more independent Canadian foreign policy requires embracing bilingualism*

Globe & Mail

by Research Fellow Zachary Paikin

✎ *The bitter saga of Meng Wanzhou and the two Michaels is finally over. Now come the tough questions*

Toronto Star

by Advisor Wenran Jiang

✎ *The West must expect strategic continuity from Ebrahim Raisi's Iran*

The National Interest

by Executive Director Bijan Ahmadi, Vice President Younes Zangiabadi, & Research Director Arta Moeini

✎ *La Chine, partenaire ou adversaire*

L'actualité

by Advisor Jocelyn Coulon

✎ *Strengthening Canada's Arctic: why Canada needs to prioritize dialogue and cooperation in the North*

The Hill Times

by Research Associate Alexandra Slobodov

✎ *Biden must revive 'Six Plus Two Group' to successfully exit Afghanistan*

The National Interest

by Vice President Younes Zangiabadi

✎ *To end Ethiopia's War, Biden needs to correct course*

Foreign Policy

by Senior Fellow Ann Fitz-Gerald

✎ *Justin Trudeau face à l'affrontement États-Unis-Chine*

Le Devoir

by Advisor Jocelyn Coulon

✎ *Sanctions showdown: What happens if the Iran talks fail?*

The National Interest

by Executive Director Bijan Ahmadi

✎ *As threats become more complex, traditional approaches to national security no longer suffice*

Toronto Star

by Senior Fellow Ann Fitz-Gerald

✎ *Time for Canada to leave Iraq*

The Hill Times

by Executive Director Bijan Ahmadi & Research Associate Pouyan Kimiayjan



📖 *The 'liberal international order' is neither universal nor exceptional*

The National Interest

by Research Director Arta Moeini & Research Fellow Christopher Mott

📖 *A non-partisan commission is what Canada needs to address the emerging national challenges presented by climate change*

Globe & Mail

by Senior Fellow Ann Fitz-Gerald

📖 *A reunified Korea could be a formidable power in East Asia*

Responsible Statecraft

by Research Fellow Christopher Mott

📖 *Assumer sa part de responsabilité dans la crise ukrainienne*

Le Devoir

by Senior Fellow Jean-François Caron

— and more.

📖 *Ottawa's 5G policy a stress test for Canada-China relations*

The Hill Times

by Research Associate Johnsen Romero

📖 *How Japan's new prime minister sees competition with China*

The National Interest

by Research Associate Pouyan Kimiayjan

📖 *La guerre au terrorisme, un échec stratégique et moral*

L'actualité

by Senior Fellow Jean-François Caron

📖 *La coalition anti-Chine a fait long feu*

La Presse

by Advisor Jocelyn Coulon

📖 *Co-operation, pragmatic engagement the path forward for Canada's Arctic foreign policy*

The Hill Times

by Research Associate Alexandra Slobodov

As seen in:





Our Team

IPD grew its expertise by leaps and bounds in 2021. In the fall of 2021, it welcomed its **first fellowship cohort**, adding a dozen fellows to its ranks and programs.

The Institute also continued to add to its bench of advisory board members including former ambassadors, academic leaders, and more. Each brings

long and established records in public service, diplomacy, or scholarship to strengthen IPD's organizational and decision-making structure.

Review our full roster of fellows, advisors, and researchers as IPD continues to expand its network of contributors and affiliates.



IPD is fast becoming a leading hub of realist grand strategy research and analysis in North America. As a non-partisan and independent institute, IPD has commissioned and led various critical studies on the future of the international system and emerging trends amid structural shifts to the postwar order. By producing analytic briefs, white papers, and in-depth monographs, IPD researchers and fellows have been on the front lines of inquiry about the rise of multipolarity, the decline of liberal international order, the global system of alliances, the concept of middle powers, and the discontents of indiscriminate securitization.

— Arta Moeini, Research Director, IPD



Executive Leadership



Bijan Ahmadi
Executive Director



Younes Zangiabadi
Executive Vice President



Arta Moeini
Research Director

Advisors & Fellows



Max Abrahms
Senior Fellow



Jon Allen
Advisor



David Carment
Senior Fellow



Jean-François Caron
Senior Fellow



Marco Cesa
Senior Fellow



Margaret Cornish
Advisor



Jocelyn Coulon
Advisor



David Dewitt
Advisor



Piotr Dutkiewicz
Senior Fellow



Ann Fitz-Gerald
Senior Fellow



Christopher Fettweis
Senior Fellow



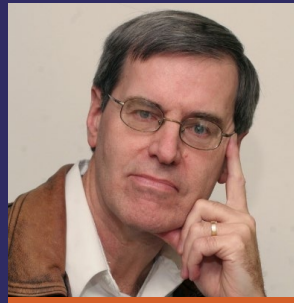
Susan Gregson
Advisor



Wenran Jiang
Advisor



Andy Knight
Senior Fellow



Charles Knight
Senior Fellow



Matthew Levin
Advisor



Anton Malkin
Associate Fellow



Zhouchen Mao
Associate Fellow



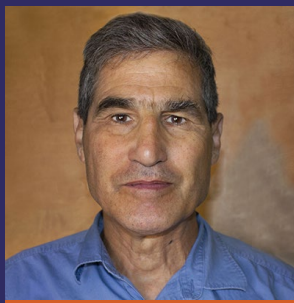
Peggy Mason
Advisor



Christopher Mott
Research Fellow



Zachary Paikin
Research Fellow



Jeremy Paltiel
Senior Fellow



David Polansky
Research Fellow



Paul Robinson
Senior Fellow



Haig Sarafian

Advisor



Stephen Smith

Associate Fellow



Ahmad Farid Tookhy

Senior Fellow



Michael Vlahos

Senior Fellow



Luciano Zaccara

Advisor



Alan Whiteside

Advisor

Research & Support Staff



Pouyan Kimiayjan

Research Associate



Alexandra Slobodov

Research Associate



Johnsen Romero

Research Associate



Coleman Hopkins

Research Assistant



Engagements



Over the course of 2021, IPD consulted, hosted, and engaged with over 160 foreign policy practitioners through participation in its roundtable events, digital seminars, and Chatham House discussions as well as guest contributions through its publications.

Robert Ross: Professor, Boston College; Associate, Fairbank Center for Chinese Studies, Harvard University

Rachel Esplin Odell: Research Fellow, East Asia Program, Quincy Institute for Responsible Statecraft

Jeffrey Reeves: Vice President, Research, Asia Pacific Foundation of Canada

Barbara Slavin: Director, Future of Iran Initiative, Atlantic Council

Hossein Mousavian: former Iranian Ambassador to Germany; Research Scholar, Woodrow Wilson School of Public and International Affairs

Ebtesam Al-Ketbi: Founder and President, Emirates Policy Center

Ilan Goldenberg: Director, Middle East Security Program, Center for New American Security

Abdullah Baabood: Chair of the State of Qatar for Islamic Area Studies and Visiting Professor, School of International Liberal Studies, Waseda University

Ellen McClain: Former Deputy Assistant Secretary, US Department of Homeland Security

John P. Wagner: Former Deputy Executive Assistant Commissioner, Office of Field Oper-

ations, US Customs and Border Protection

Paul Clark: Vice President, InterVISTAS Consulting Inc.

Sharon Zhengyang Sun: Trade Policy Economist, Canada West Foundation; Distinguished Fellow, Asia Pacific Foundation of Canada

Paul Evans: HSBC Chair in Asian Research, School of Public Policy and Global Affairs, University of British Columbia

Senator Yuen Pau Woo: Former President and CEO, Asia Pacific Foundation

Graham Shantz: President, Canada China Business Council; former Assistant Deputy Minister, Asia Pacific, Global Affairs Canada

Henry Huiyao Wang: President, Center for China and Globalization

Guy Saint-Jacques: Former Canadian Ambassador to China

Jonathan Fulton, Assistant Professor, Zayed University; Non-resident Senior Fellow, Middle East Programs, Atlantic Council

Yahia Zoubir: Professor and Director of Research in Geopolitics, KEDGE Business School

Judy Twigg: Professor of Political Science at Virginia Commonwealth University



Chris Kilford: Former Canadian Defense Attaché to Turkey; Fellow, Centre for International and Defence Policy, Queen's University

Jean-Christophe Boucher: Assistant Professor at University of Calgary

Cong Peiwu: Ambassador of the People's Republic of China to Canada

Mark Kruger: Former Senior Director, International Economic Analysis Department, Bank of Canada; Senior Fellow, Yicai Research Institute; Senior Fellow, China Institute, University of Alberta; Senior Fellow, Centre for International Governance Innovation

Lawrence Wilkerson: Retired US Army Colonel; former Chief of Staff to US Secretary of State Colin Powell; Distinguished Adjunct Professor of Government & Public Policy, College of William and Mary

Sanam Vakil: Deputy Director, MENA Programme, Chatham House

Denise Natali: Director, Center for Strategic Research, National Defense University; Former Assistant Secretary, Bureau of Conflict & Stabilization Operations, US Department of State

Hassan Ahmadian: Professor of the Middle East and North Africa Studies, University of Tehran

Abdulaziz Sagar: Chairman, Gulf Research Center; Consultative Board Member, Geneva Center for Security Policies

Andrew Parasiliti: President, AI-Monitor; Adjunct Political Scientist and former Director, Center for Global Risk and Security, RAND Corporation

Dmitri Trenin: Director, Carnegie Moscow Center

Joost R. Hiltermann: Director of MENA Programme, International Crisis Group

Roxane Farmanfarmaian: Affiliated Lecturer, University of Cambridge

Andrew A. Michta: Dean, College of International and Security Studies, Marshall Center

Kelley Vlahos: Senior Advisor, Quincy Institute for Responsible Statecraft and Editorial Director, Responsible Statecraft

Chas Freeman: Former US Ambassador to Saudi Arabia & Assistant Secretary of Defense for International Security Affairs

Ferry de Kerckhove: Former Canadian Ambassador to Egypt; Senior Fellow, Graduate School of Public & International Affairs, University of Ottawa

Dennis Horak: Former Canadian Ambassador to Saudi Arabia and Head of Mission/Charge d'affaires in Iran

Erica Di Ruggiero: Director, School of Public Health, University of Toronto

Reyhana Patel: Head of Communications and Government Relations, Islamic Relief Canada

Amir Barmaki: Former Head of Office, United Nations Office for the Coordination of Humanitarian Affairs

Catherine Gribbin: Senior Legal Advisor for International and Humanitarian Law, Canadian Red Cross

David Petraeus: Retired US Army General; former Commander, US Central Command and former Director, Central Intelligence Agency

Trita Parsi: Executive Vice-President, Quincy Institute for Responsible Statecraft

Elizabeth Hagedorn: State Department Correspondent, AI-Monitor

Dania Thafer: Executive Director, Gulf International Forum

Kayhan Barzegar: Professor and Chair, De-



partment of Political Science and International Relations, Azad University

Sanam Shantyaee: Senior Journalist, France24 and Host, Middle East Matters

William Ruger: Vice President for Research and Policy, Charles Koch Institute

Sergio Marchi: Former Canadian Minister of International Trade and Ambassador to the World Trade Organization

Scott Jolliffe: Chairperson, Canada Arab Business Council

Esfandiyar Batmanghelidj: Founder and CEO, Bourse & Bazaar Foundation; Visiting Fellow, Middle East and North Africa Programme, European Council on Foreign Relations

Nizar Ghanem: Director of Research and Co-founder, Triangle

Nicki Siamaki: Researcher, Control Risks

Mark Fitzpatrick: Associate Fellow and former Executive Director, International Institute for Strategic Studies; former Deputy Assistant Secretary for Non-Proliferation, US State Department

Ali Vaez: Iran Project Director, International Crisis Group

Negar Mortazavi: Journalist and Political Analyst; Host of Iran Podcast

David Albright: Founder and President, Institute for Science and International Security

Kerry Buck: Former Canadian Ambassador to NATO; Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

Walter Kemp: Former Head, Strategic Policy Support Unit, OSCE

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John Packer: Director, Human Rights Research and Education Centre (HRREC) and Neuberger-Jesin Professor of International Conflict Resolution, University of Ottawa.

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Financials

The Institute for Peace & Diplomacy is funded through donations, sponsorships, and grants.

We would like to acknowledge and particularly thank the following organizations for their support:

- Canadian Department of National Defence (MINDS Program)
- The Institute of International Education
- The Charles Koch Institute

- InterVISTAS Consulting

In addition, we would like to thank Canada Summer Jobs Program (Employment and Social Development Canada) for their financial support for IPD's internship program in 2021.

Since its establishment, IPD has only received government funding from the public programs associated with the Canadian federal government.



2021 Financial Highlights

Highlight for the year ended December 31, 2021.

Revenue	2021 CAD
Sponsorships, donations, and grants	\$294,973.71
Other revenues*	\$20,000.00
	\$314,973.71

** This amount is related to a loan forgiveness that based on accounting rules must be accounted for as a revenue in 2021.*



Operating expenses	
Payroll	\$153,736.04
Contract/fellowship/honorarium	\$76,149.29
Digital media and communications	\$11,415.42
Travel expenses	\$8,412.37
Marketing	\$6,154.43
Legal and professional	\$1,969.84
Telephone and internet	\$2,546.24
Depreciation	\$1,324.76
Bank service charges	\$527.84
	\$262,236.14

Income over expenditures for the year	\$52,737.57
Income / (Deficit) — beginning of the year	-\$10,676.16
Income / (Deficit) — end of the year	\$42,061.41



Policy

On Independence & Integrity in Research

As an independent research institution committed to the highest standards of organizational and personal ethics, IPD's work is guided by the following key principles:

- IPD is committed to institutional independence and independence of experts and scholars it works with. All experts and scholars who work with IPD shall meet the highest standards of research and professional ethics.
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- IPD is committed to academic freedom and provides a workplace that is supportive and inclusive. IPD helps the experts and scholars it works with to amplify the impact of their research.
- IPD engages in collaboration with other organizations to advance its research work. Our relationships and collaboration with other organizations are based on their roles as stakeholders. In all cases, IPD and scholars working with IPD reserve full authority for deciding on areas of activity, methodology, and research conclusions.
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- In keeping with its mission and values, IPD does not engage in lobbying activity and complies fully with all applicable laws in Canada, the United States, and where it legally operates. IPD will not engage in any representational activities on behalf of any entities or interests and its activities will be limited to academic and research-related work.

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The Institute for Peace & Diplomacy (IPD) is a non-profit and non-partisan North American international affairs think tank operating in the United States and Canada dedicated to promoting dialogue, diplomacy, prudent realism, and military restraint—principles which we believe are the four cornerstones of sustainable peace in an increasingly complex and dynamic international system.

Visit us at peacediplomacy.org to learn more.

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