Centre for International
Governance Innovation

CIGI PUBLICATIONS MANUAL

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INTRODUCTION

With a global audience of policy makers, decision makers and influential actors in domestic and international affairs, CIGI seeks to communicate its research findings through the most effective means possible. The circulation of timely, cogent and well-presented research and ideas is a cornerstone of such endeavours; it is important, therefore, that CIGI publications meet a high standard of quality in every respect. Rigorous, constructive peer review; accuracy, transparency and objectivity in writing; and a careful, professional publishing process all contribute to building and maintaining CIGI's reputation for quality and integrity in research. Precise and consistent expression in both language and form give readers confidence in the credibility of the content. CIGI fellows, staff, external authors and the publications team share the responsibility of ensuring that CIGI is presented in the best possible manner.

The guidelines in this manual apply to all CIGI authors for the preparation of all documents produced through the publications department. Authors should prepare documents for publication in adherence with the specifications of this manual and the *CIGI Editorial Style Guide*, to ensure their successful publication.

PUBLICATION CATEGORIES

The following categories of publications are designed — and defined — to help structure CIGI's objective-setting and writing priorities for program deliverables defined in fellow agreements. At the outset of projects, program directors may set goals to produce a certain number of publications of specific types using these category definitions.

A **policy memo** is very short, 800 to 1,000 words, and outlines recommended action on policy-oriented issues. It is a prescriptive summary of recommendations, intended for high-level decision makers who have limited time to read. A policy memo must not include any in-text citations or footnotes and should be concise enough to be printed on two pages. Policy memos are not published online but are distributed in high-level, face-to-face meetings.

A **policy brief** is 1,500 to 3,000 words and presents information, analysis and clear recommendations for setting policy. Geared primarily to policy makers and policy specialists, a brief is also useful for journalists and other influencers. It is usually a stand-alone document, although it may occasionally accompany and summarize the recommendations set out in a longer CIGI paper. A policy brief always includes three or four key points — approximately 115 words in total and appearing as a bulleted list — to overview the brief's most important findings or recommendations. (See Annex 1 for guidelines on writing policy briefs.)

A CIGI **paper** is 5,000 to 10,000 words and explores subjects in greater depth than a policy brief. CIGI papers can be research papers, background papers, policy papers or discussion papers, and may be stand-alone documents or part of a collected paper series. Every paper must include an executive summary, a précis of about 150–250 words (see Box 1). The audience for CIGI papers includes well-informed policy specialists in government, think tanks, universities and businesses.

> **Box 1: About the Executive Summary**
>
> CIGI papers always include an executive summary, which provides an overview of the paper and encapsulates the significant issues, conclusions and recommendations. The executive summary should be able to function as a separate, stand-alone document and, as such, must not include any footnotes. It should be concise, usually 150–250 words, and not be identically worded to other sections in the paper, in particular, the introduction. While it primarily serves as an aid to the reader, the executive summary is also an important tool for the communications department in promoting the publication.

A CIGI **special report** is a unique publication that does not fit into other categories. The length varies: a special report can be quite brief, 4,000 words, or as substantial as 40,000 words or more. It may be a monograph or a collection of short essays or final project reports or contain previously published papers being reissued at the conclusion of a research project. Special reports may be co-branded or published in collaboration with partner organizations. A special report does not usually require an executive summary, although this is dependent on the nature of the special report.

CIGI **conference reports** are 2,500 to 5,000 words and summarize and synthesize the main ideas, conclusions and recommendations from significant conferences or meetings that CIGI has organized or co-sponsored. They should include key points or take-aways from the conference and in some cases an executive summary

that discusses the purpose of the conference. The agenda is also typically included, as is the list of participants (if not constrained by the Chatham House Rule). (See Annex 2 for guidelines on writing conference reports.)

CIGIonline.org publishes **digital essays and opinion pieces**. These collaborative projects usually originate with the digital media team in collaboration with programs (see Box 2).

Box 2: Digital Publications at CIGI

In addition to the outputs CIGI produces in the publications department, CIGI also publishes opinion pieces written by its fellows and researchers, as well as guest contributors, on the CIGIonline.org site. Opinion pieces are commissioned by the managing editor of CIGIonline.org and are written and edited as journalism pieces rather than as peer-reviewed scholarly works. In some cases, opinion pieces will be included as outputs in a fellow's agreement, and these are also edited by the managing editor of CIGIonline.org. Note that opinions are copyedited by a publications editor to ensure consistency of style across all CIGI platforms. In addition, CIGIonline.org and the publications department collaborate on essay series. An example is CIGI's New Thinking on Innovation project, first published online as a series of individual essays and multimedia pieces before being collected into a special report and printed. The essays were edited by both the managing editor of CIGIonline.org and publications editors, as they were collected into a special report format and had to follow CIGI style and citation format.

Books result from CIGI-sponsored projects or the work of CIGI fellows and scholars, and are considered CIGI's premium output. Books vary in length and can be either monologues or multi-author edited volumes on a particular subject. CIGI books are distributed and marketed globally by McGill-Queen's University Press (MQUP). All books must undergo peer review and require at least nine months from the time the full manuscript is submitted until it is published. This timeline allows for a marketing strategy to be developed and to ensure that the title is able to be catalogued and sold by MQUP through their sales and distribution network. Books, including the marketing strategy, are under the purview of CIGI's publisher. If a book manuscript is not delivered on time, it will be postponed in order to ensure the book is produced on

a timeline that allows for the proper marketing to be in place, including inclusion in the MQUP catalogue so the title can be sold to online bookstores, libraries, universities, book wholesalers and physical bookstores, as well as advance copies sent out for review, and for the book to reach distribution centres in the United States, the United Kingdom and in Europe. CIGI books follow the *CIGI Editorial Style Guide*.

THE PUBLICATIONS DEPARTMENT

While program directors ensure the research quality of project outputs, the publications department ensures that CIGI publications meet or exceed specific editing and design standards.

The **publisher** oversees the output of the department. In coordination with the program directors, the publisher receives manuscripts and sets the publications schedule that determines the priority of publications. The publisher then assigns manuscripts to the program's designated publications editor or a freelance editor for editing and production. Once the manuscript has been edited and finalized by the publications team, the publisher reviews and approves the cover design and proofs before publication.

The **publications editors** receive manuscript assignments from, and work with, the publisher to ensure the timely production of all manuscripts. Editors are responsible for editing manuscripts for organization, structure and style, in collaboration with the authors. Once the text is final, the editor sends it to the graphic designer for layout. If the publication will be printed (see Box 3), the editor obtains a quote from one of CIGI's printers, for the quantity specified by the program manager. The editor coordinates the proofreading stage, vetting and entering final corrections from the proofreader and the author into the InDesign file. The editor submits the cover design to the publisher for final approval before sending the publication to the author for final sign off. The publication is published online at a date agreed upon with the program's communications advisor.

The **graphic designer** creates document templates for papers, policy briefs, special reports and conference reports for interior page layouts and covers for CIGI publications, as well as cover and page designs for CIGI books. The graphic designer is also responsible for ensuring consistent branding is applied across all publications. The graphic designer works with

illustration and graphics files supplied by authors for tables and figures, making certain they follow CIGI branding guidelines and meet print specifications. In some instances, the graphic designer creates original graphics, such as maps and infographics, using supplied manuscript or references, to enhance and support content of print format publications, if the publisher and/or the editor agree that they are needed. The graphic designer packages digital publication files for final delivery to printers. Working with the publisher, the graphic designer also creates promotional material for publications, such as ad pages, print advertisements, book flyers and catalogues. The graphic designer also works closely with the digital graphic designer on joint CIGIonline.org and CIGI publications projects.

Box 3: Printing Publications

CIGI has embraced a digital-first policy, but depending on audience and purpose, many publications are also printed. The decision to print a publication is made by the program manager, who also determines the quantity required. The publisher coordinates the printing of books and the publications editors coordinate the printing of papers, briefs and reports.

CIGI now uses 100 percent post-consumer recycled paper stock to print CIGI publications and books.

Copies of CIGI publications are intended for distribution to policy makers, key stakeholders and academics, and are not the property of the author. Any requests for copies should be made directly to the program manager.

THE PUBLICATION PROCESS

Peer Review

It is critical to the reputation of a think tank or a press to ensure that its publications undergo peer review. This helps to establish the credibility of the research being undertaken and published. In order to build its reputation, CIGI ensures that its official publications undergo formal peer review. This process provides the underlying framework for ensuring high-quality publications and that peers have assessed the work as being publishable. Peer review protects CIGI's reputation by preventing the publication of research if it is judged not to be of publishable quality. The peer review process at CIGI is the responsibility of the program directors, and publications are not submitted to the publications department until they have been peer reviewed and approved by the program director or deputy director.

Quality of Writing Review

When manuscripts are submitted for publication, the publisher assesses them against a number of criteria, including focus, appropriate structure and tone, organization, quality of information and balance. This assessment is made in addition to the peer review process, from a quality of writing point of view. If the manuscript meets CIGI standards, it proceeds to editing; if it does not, the publisher will inform the program director responsible for the publication. The program director will make the decision on whether the manuscript will be revised by the author or will not be published.

Editing

Each editor receives manuscript assignments from the publisher and edits them for sense, length, grammar, format and style so that they are in publishable form. In making any changes to an author's written work, the editor's goal is to ensure that the publication can be read and understood by its intended audience. The aim of CIGI's editing process is to ensure that the presentation of ideas is cohesive, logical and articulate.

Editors assess manuscripts and edit them to ensure that the final publications not only meet the specific criteria for their type of CIGI publication, but that they are also consistent with CIGI's style and branding. The editors perform substantive editing, stylistic editing and copyediting. During substantive editing, editors address problems of structure, organization and flow, coherence and logical consistency. They may move, remove, condense, expand or rewrite sentences and paragraphs; suggest headings; recast material (for example, marking a long series as a list); and indicate the positioning of visual elements. Stylistic editing involves improving word choice or construction of sentences or passages to resolve ambiguities, ensure logical connections or transitions, and clarify the meaning or intention, as appropriate to the material. Substantive and stylistic editing involve the collaborative efforts of the author and the editor, as the editor will always want to ensure that the author's voice and intended meaning are maintained throughout the process.

Copyediting primarily involves the consistent application of a particular style to a written work. The editor ensures that the mechanics — grammar, spelling, punctuation and usage — are correct and conform to CIGI's editorial style. The editor also checks citations and footnotes, flagging any missing references and ensuring documentation follows CIGI referencing styles.

CIGI editors always use Microsoft Word's "Track Changes" feature, so that the author will be able to see the proposed edits. The editor notes any comments or queries in the margins, using the "Comments" feature.

Author Review of Changes

Once the editing is complete, the editor returns a copy of the manuscript to the author, with the "Track Changes" feature switched on in the file to show the edits.

The author should carefully review the changes, suggestions and queries within a reasonable amount of time. Authors are not to accept or reject any changes but should respond to the editor's queries or make any comments or questions using the "Track Changes" feature so that the editor can easily identify them. At this point, if any permissions are required, the author will need to send confirmation of that permission before publication can proceed.

Design, Proofreading and Publication

After the author has reviewed and returned the edited manuscript, the editor will accept the approved revisions and edits before delivering the final text file, along with any graphics files, to the graphic designer for design and layout. When page proofs are ready, a CIGI editor or freelance proofreader will proofread them and correct any errors before the editor sends the PDF to the author for a final check and sign-off.

Once the publisher has approved the final PDF, the editor posts the PDF to CIGIonline.org and will obtain a printing quote if the publication is to be printed. The decision on printing a publication rests with the program manager. In coordination with the program's communications advisor, a date for online publication is determined, and the publication will be "published" or become live online on that date.

TIMELINES

While the publications department strives to finalize publications as quickly as possible, several factors affect how quickly a publication can be released:
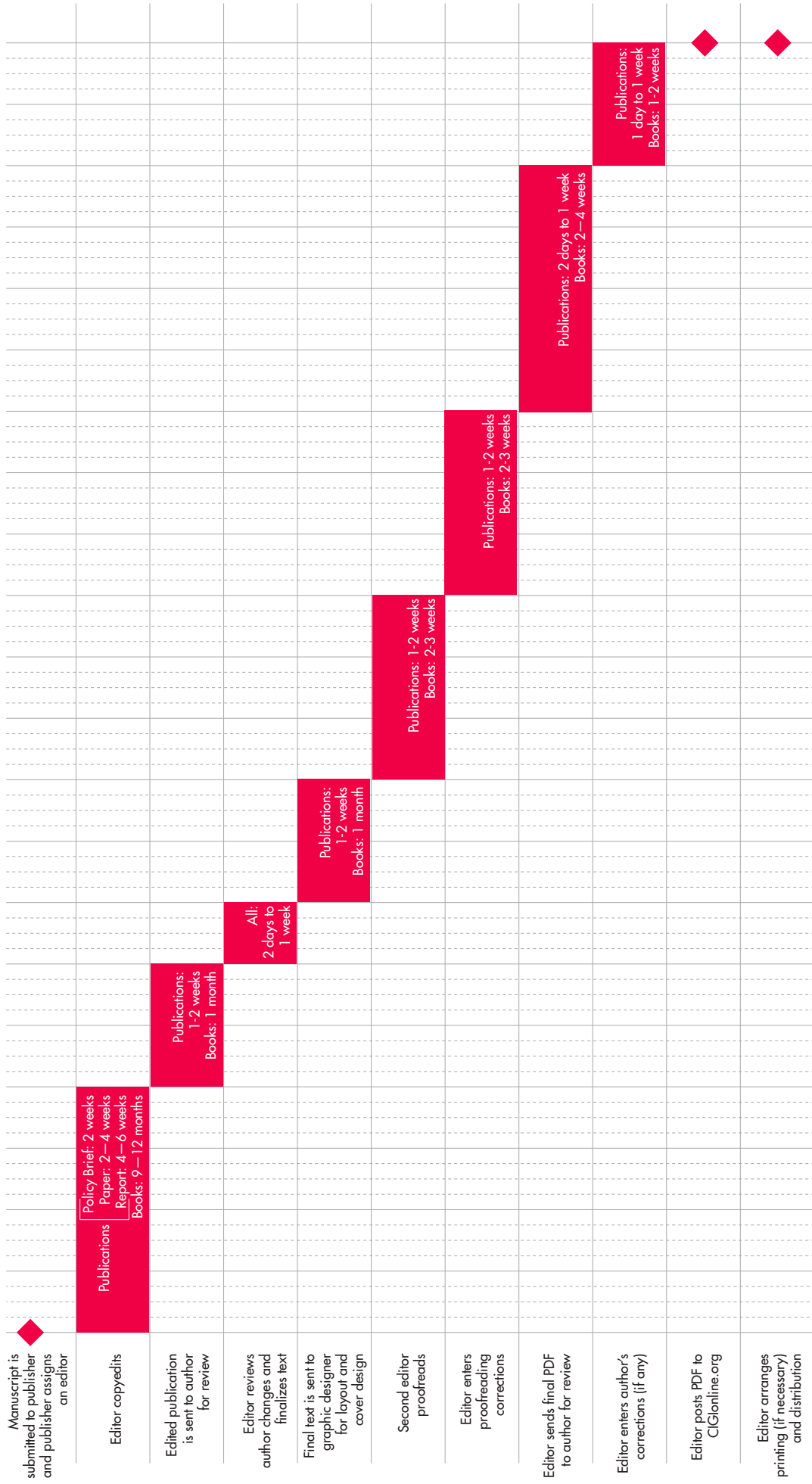
→ the length of the publication;

→ how much editing it requires;

→ the priority of a publication compared to other projects in the queue to be published;

→ the volume of publications in the department; and

→ whether the publication is time sensitive.

A lead time of four to eight weeks is usually needed to allow the department to assess, edit, revise, lay out and proofread a publication of significant length, such as a CIGI paper or special report. A book takes significantly longer (a minimum of nine months), while a policy brief, policy memo or conference report might require less time, three to four weeks. The printing process adds at least one to two weeks to the lead time required..

Authors need to be aware that publications intended for distribution at an event or for release at a particular time need to be delivered to the publications department well ahead of that date. The editing and author review process alone can take three to four weeks, or longer, depending on the nature of the editing involved, the workload of the publications department and the schedule of the author. As well, the graphic designer has a design queue of ongoing projects not only for the publications department but also other departments at CIGI, none of which can be simply set aside to push through a last-minute document. Finally, the printers that CIGI uses have their own operation schedules and are not always able to take on a rush job.

The publications team has a queue of publications in the department at any given time, and if an author is unable to meet their agreed deadline, the editor may not be able to immediately begin work on the paper when it does come in, given the other publications already in the department. It is critical for the programs to keep the publications department informed of any changes to submission dates so that editorial workflow can be adjusted accordingly.

Timeline Chart

Row labels:
- Manuscript is submitted to publisher and publisher assigns an editor
- Editor copyedits
- Edited publication is sent to author for review
- Editor reviews author changes and finalizes text
- Final text is sent to graphic designer for layout and cover design
- Second editor proofreads
- Editor enters proofreading corrections
- Editor sends final PDF to author for review
- Editor enters author's corrections (if any)
- Editor posts PDF to CIGIonline.org
- Editor arranges printing (if necessary) and distribution

Bar labels:
- Publications — Policy Brief: 2 weeks / Paper: 2—4 weeks / Report: 4—6 weeks / Books: 9—12 months
- Publications: 1-2 weeks / Books: 1 month
- All: 2 days to 1 week
- Publications: 1-2 weeks / Books: 1 month
- Publications: 1-2 weeks / Books: 2-3 weeks
- Publications: 1-2 weeks / Books: 2-3 weeks
- Publications: 2 days to 1 week / Books: 2—4 weeks
- Publications: 1 day to 1 week / Books: 1-2 weeks

SUBMISSION GUIDELINES

Authors should submit their manuscripts as Microsoft Word documents, using English-language settings. A simple presentation is always preferable to an elaborately formatted manuscript — please do *not* include text boxes, rules, elaborate footers and headers, a table of contents linked to headings, logos or graphics in the text file. The graphic designer will be laying out the manuscript in a template using InDesign, and formatting can often corrupt the file for layout.

The author's name, title and program affiliation and the CIGI publication type (paper, policy brief, special report or conference report) should all appear at the top of the first page.

Technical or visual materials, such as figures, non-text tables, charts and photos, must be supplied as separate files. Photos should be supplied as high-resolution images; other graphics should be supplied in the formats in which they were created (for example, Excel or Adobe Illustrator), so that they can be edited. Please do not embed these graphics in the text file.

For more in-depth information on writing, punctuation, spelling and formatting references, please refer to the *CIGI Editorial Style Guide*.

Before you submit your manuscript, please review the Author's Checklist (see Box 4).

PLAGIARISM AND PERMISSIONS

Using someone else's writing or ideas without attribution or failing to cite the source for any material in a publication — including quotations and graphics such as figures or tables — is considered plagiarism. Formal permission is also required before reproducing materials from other sources, such as charts or graphs in any CIGI publication. For books, all material reproduced requires permission if drawn from another publication, not just charts or graphs. The difference is that books are considered commercial products and simply citing a source for a quotation may not be considered fair use.

Box 4: Author's Checklist

Before submitting your work to CIGI's publications department, please take the time to ensure that you have completed all of following requirements:

- ✔ I am the sole author (or the corresponding author) of the document.

- ✔ I have acknowledged other writers, contributors, reviewers, research officers or other members of my team that contributed to this work.

- ✔ I confirm that this work, in full or in part, has not been published previously. If any portion of this work was published previously, I have secured the necessary permissions from its publisher.

- ✔ The manuscript is a Word document, formatted to CIGI's specifications.

- ✔ All pictures, charts, tables and graphs are in a separate file from the text manuscript.

- ✔ I have obtained permissions and provided source lines for any such graphics that are not my own.

- ✔ I consulted the *CIGI Editorial Style Guide*, the *Canadian Oxford Dictionary* and *The Chicago Manual of Style* to confirm spelling and style.

- ✔ For ILRP publications, I have used footnotes for references, following the *Canadian Guide to Uniform Legal Citation*, 8th ed.

- ✔ For Global Economy and Global Security & Politics publications, I have used in-text citations as the primary citation style, following the *CIGI Editorial Style Guide*.

- ✔ For a paper, special report or conference report, I have prepared an executive summary.

- ✔ For a policy brief, I have prepared three or four short key points.

- ✔ I have supplied an author biography of between 80 and 100 words.

Although you may have permission to use material from another source or are using material in the public domain, which does not require formal permission to use, you must *always* credit any sources used in your work. Failure to do so is a serious breach of ethics and will seriously impact not only your reputation, but also that of CIGI as a leading think tank on issues of global governance. In addition, as the author it is your responsibility to ensure that you have permission to include any technical or visual material that was *not created by you* (see Box 5).

Finally:

→ If you have any questions about the permissions process or how to cite sources, please ask one of CIGI's publications editors.

→ If you are unsure whether you need permission, please read the information about copyright in this manual or consult the publisher.

COPYRIGHT Q&A

What is copyright?

Copyright means the right to copy. In principle, only the creator of a work has the right to allow the reproduction or copying of their work. In practice, the power to authorize copying has frequently fallen to publishers or distributors to whom creators have assigned the rights to their work. Copyright automatically exists whenever a work has been created and does not need to be registered. However, registering a work will allow you to prove you are the creator of a work in a court of law.

Canadian Copyright Law

Canada is a signatory to the Berne Convention and the Universal Copyright Convention. These are international treaties that ensure copyright owners are granted similar rights in all signatory countries. Copyright law is similar, but not identical, in the countries covered under these conventions.

Canada's Copyright Act encourages a balance between the public interest in the dissemination of works and the copyright holder's entitlement to just payment and attribution for their work. In other words, it prevents a party other than the copyright holder from receiving benefits from reproducing the work. The exclusive rights of copyright holders are subject to certain limitations in favour of public access for "fair dealing," for example, news reporting, research or private study.

Box 5: The Importance of Permissions

With the proliferation of "sharing" online, authors are often uncertain about when permissions are required for photos and graphics. The default rule is that if someone else created the material, you must not only provide credit, but also get permission to use it in your work.

If you have any doubt about what's required, it is always best to err on the side of caution and check with the originator. As well, because acquiring permissions can take a few weeks, it is best to make your inquiries early on during the writing process.

The copyright holder will ask you about intended use. Please provide them with information about how you are using the material in your publication and also request permission for *all possible CIGI uses* — print and web publication, use in multimedia (CIGI videos highlighting the publication, for example), social media (Facebook or Twitter) and other promotional materials.

What is "fair dealing"?

In Canada, fair dealing is a system that provides a comprehensive list of exceptions to copyright holders' rights. Fair dealing is a "closed" system and outside of the stipulated uses, it restricts reproducing a work, *even in the case of education and teaching*. This is in contrast to the US system of fair use, which is an "open" system that has a non-exhaustive list that employs a set of principles to strike a balance between a user's and the copyright holder's interests. For example, principles include: determinations of the purpose and character of the use; the nature of the work; the amount and substantiality of the portion used in relation to the entire work; and the effect of the derived work on the market for the original.

The US term "fair use" is far more expansive than the Canadian term "fair dealing" and the terms should not be used interchangeably.

Copyright term

The Canadian Copyright Act provides for copyright to last for the life of the author, plus 50 years from the end of the calendar year in which the author dies. In a jointly authored work, copyright lasts for 50 years after the last author has died. The duration of copyright differs in other countries. For instance, Europe increased its standard term to 70 years past the author's death.

What is the "public domain"?

Works that are not protected by copyright (because their term of copyright protection has expired or the creator did not intend to claim copyright) are referred to as being in the public domain. Works in the public domain can be reproduced without liability for infringement.

CREATIVE COMMONS

CIGI currently uses a Creative Commons Attribution — Non-Commercial — No Derivatives 3.0 Licence, which appears on the copyright page in our publications.

Creative Commons is a non-profit organization that enables the sharing and use of creativity and knowledge through free legal tools. Creative Commons copyright licences provide a simple, standardized way to share and use CIGI's work. Creative Commons licences are not, however, an alternative to copyright. They work alongside copyright, enabling us to modify copyright terms to best suit our organization's needs.

This licence means that the public domain is free to share (copy, distribute and transmit our publications) under the following conditions:

→ **correct attribution**: under the terms of this licence, sharing the document requires attributing it to CIGI, but not in any way that suggests that CIGI endorses the person/organization or their use of the work;

→ **non-commercial use only**: under the terms of this licence, CIGI publications may not be used for commercial purposes; and

→ **non-derivative works only**: under the terms of this licence, CIGI publications may not be altered, transformed or built upon;

and with the understanding that:

→ any of the above conditions can be waived if CIGI (as the copyright holder) grants permission;

→ where the work or any of its elements is in the public domain under applicable law, that status is in no way affected by the licence; and

→ that the following other rights are in no way affected by the licence: fair dealing or fair use rights, or other applicable copyright exceptions and limitations; the author's moral rights; and the rights that other persons may have in either in the work itself or how the work is used, such as publicity or privacy rights.

ANNEX 1: HOW TO WRITE A POLICY BRIEF

A CIGI **policy brief** is an overview of an issue that contains clear recommendations for policy action or consideration, written with a specific audience in mind. Depending on the situation and the subject, the audience may be a policy maker (for example, a senior government official or minister), a group of governments (such as the Group of Twenty), policy specialists within a given field, private sector decision makers, non-governmental organizations or a combination of these. The audience need not be identified in the policy brief, but keep in mind that you are writing for a specific purpose. Before starting, study examples of effective briefs published by CIGI and other think tanks. The following guidelines will help in writing an effective brief.

Know your audience. Understand clearly who will read the document and their role in the situation you are addressing. The information you present should be tailored accordingly.

Be the expert. The reader will expect that the policy brief has extracted the most relevant, up-to-date information from a dense body of knowledge or evidence. Be — or become — an expert on the subject and determine what information is essential for the reader to make an informed decision.

Write clearly and avoid jargon. Include only information that is essential to understand the issue and support your recommendations. Write using the active voice.

Structure your document. A policy brief is an evidence-based, logical presentation that does not necessarily follow a rigid format. However, it should include the following components:

→ **Key points:** Once the main text is written, summarize the brief's most important points in a list of three or four bullet points. Insert this list at the beginning of the policy brief to provide readers with an overview of the findings. Each point should be concise and the entire list no longer than 125 words.

→ **Statement of the issue:** Clearly and specifically explain the issue that you are discussing or trying to influence.

→ **Summary of relevant facts:** Include background details necessary to explain or understand the issue or argument you

are making. The facts that you summarize should lead to the reader's consideration of implications, options, recommendations or conclusions.

→ **Options for consideration:** Consider implications from the background information and relevant facts. Depending on the subject, you might discuss the pros and cons, the costs and consequences, and who or what will be affected by actions (or lack thereof).

→ **Recommendations:** Make one or more recommendations using bullet points. The recommendations should follow logically from the information that you have provided and should be supported by your rationale.

→ **Conclusion:** Finally, concisely summarize the main points of the policy brief in one or two paragraphs.

Write to an appropriate length. Typically, CIGI policy briefs are between 1,500 and 3,000 words; they are shorter if they are intended for a government minister or senior policy maker (800–1,000 words).

Carefully edit the text. A policy brief will not be taken seriously unless it is free of spelling and grammatical errors and written in clear, accessible language. Proofread. Will your intended meaning be understood by your reader? Apply a critical eye to your own work and ask:

→ Does it meet the basic guidelines for a CIGI policy brief? Is it concise?

→ Are the data and research as up-to-date as possible?

→ Have you accounted for the most relevant considerations?

→ Have you thoroughly checked all the references in citations and footnotes?

→ Does your final draft conform to the *CIGI Editorial Style Guide*? (See www.cigionline.org/publications/style-guide.)

Consider CIGI's mandate. CIGI is not a "curiosity-based" research organization. Policy biefs must relate to real problems of direct relevance to CIGI's mandate and program areas.

ANNEX 2: HOW TO WRITE A CONFERENCE REPORT

CIGI **conference reports** summarize the results of significant conferences or meetings that CIGI has organized or co-sponsored. They synthesize the main topics, central ideas and conclusions from the meeting and typically include the program agenda and list of participants. Informal minutes or discussion summaries are not published as conference reports, but may be posted on the project page on CIGI's website.

We recommend that **session notes**, undertaken by rapporteurs, are kept during the conference to help the lead author assemble the final report. Such notes can provide an analytical synthesis of discussion areas and are commonly structured as follows:

→ **Introduction (one to three paragraphs).** Briefly overview the topic; include any essential information that the reader may need to know to contextualize and make sense of the subsequent material. For example, where does a panel's subtopic fit in relation to other subtopics? Sometimes this section includes a foreshadowing of the conclusions.

→ **Key discussion points and insights.** What central ideas were discussed during the conversation? Include all main points and develop these points with sufficient detail. What were the key insights, the central points of convergence and divergence? Note questions that came up on which no conclusions could be reached.

The **final report** itself should typically have the following components:

→ **Key points and executive summary.** A bulleted list of key points should be inserted at the beginning of the report to provide the reader with an overview of the findings or main discussion points of the conference. An executive summary, written in paragraph format, may also be included, discussing the purpose of the conference (unless covered in full in the introduction).

→ **Introduction.** This section should cover the purpose of the conference, describe when and where it took place, and clearly lay out the issues that were discussed at the meeting.

→ **Body.** The main text reviews the main discussion points or panel topics, and highlights the central themes that arose from the discussion. If the conference was not held under the Chatham House Rule, attributions from key speakers or panellists should be made.

→ **Conclusions and recommendations.** What were the key conclusions that emerged from the discussions and what specific recommendations emerged at the conclusion of the conference? If appropriate, write out the recommendations using complete sentences.

→ **Agenda and list of participants.** The conference agenda is usually included, at the end of the report. A list of participants may also be included, unless precluded by the Chatham House Rule.

CONTACT INFORMATION

For questions concerning this manual, please contact publications@cigionline.org.