CIGI

PUBLICATIONS
MANUAL

FEBRUARY 2013

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CIGI

TABLE OF CONTENTS

1   INTRODUCTION

1.1   PURPOSE OF THE MANUAL

The CIGI *Publications Manual* (the Manual) is a guide for the preparation of formal CIGI publications (as defined in the CIGI *Strategic Plan 2010–2015*) and has been prepared to assist CIGI fellows, staff, external authors, CIGI grant recipients and freelance editors in writing and preparing papers for submission to the Publications Department. The Manual is intended to clarify the publication and editing processes at CIGI by specifying guidelines for the preparation of documents and to help avoid production delays. When followed, these guidelines will help CIGI to achieve a high level of quality in content and presentation, and uniformity of appearance across all external and internal communications.

1.2   RATIONALE

CIGI has a global audience — policy makers and decision makers in international affairs, in particular — and seeks to communicate its research findings through the most effective means possible. The circulation of cogent and well-presented ideas is a cornerstone of such endeavours; it is important, therefore, that CIGI publications are consistent in content and appearance, have been peer reviewed, have a reputation for quality and integrity, and are objective, meeting an accepted standard of research excellence. Precision in both language and form gives readers confidence in the credibility of the document. CIGI fellows, staff, external authors, CIGI grant recipients, freelance editors and the Publications team share the responsibility of ensuring that the organization is presented in the best possible manner.

1.3   SCOPE AND APPLICABILITY OF THE MANUAL

The contents of this Manual apply to all CIGI authors for the preparation, electronic posting and printing of all documents published as formal CIGI publications. Other CIGI outputs, such as blogs, videos, online interviews and marketing materials, are not subject to this Manual.

Researchers and writers should prepare documents for publication in adherence with the specifications of this Manual and the CIGI *Style Guide*, or they may not be deemed acceptable for publication as formal CIGI publications.

2   PUBLICATION CATEGORIES

As outlined in Section 8 of the CIGI *Strategic Plan 2010–2015* (available on the CIGI Intranet), CIGI publications are grounded in deep, world-leading research. The following categories of publication are designed — and defined — to systematize CIGI's objective-setting and writing priorities. At the outset of projects, Program Directors may set goals to produce a certain number of publications of specific types using these category definitions.

2.1   POLICY MEMO

A Policy Memo is 800–1,000 words and a highly prescriptive summary of recommendations, distilled for high-level decision makers (ministers, deputy ministers, Sherpas) who have limited time to read. The form and content are specific:

- a one-paragraph statement of the issue;

- action points: recommendations, framed using action words and presented in point form if more than one; and

- background rationale, providing only enough information to substantiate the recommended course of action.

2.2   POLICY BRIEF

A Policy Brief is 1,500–3,000 words and presents information, analysis and clear recommendations for policy. Geared primarily to policy makers and policy specialists, a brief is also useful for journalists and other influencers. It is a stand-alone document, but in some cases, a Policy Brief accompanies and summarizes the recommendations set out in a longer CIGI Paper. (See Appendix A for writing guidelines.)

2.3   PAPER

A CIGI Paper is 5,000–10,000 words and explores subjects in greater depth than a Policy Brief. The audience for CIGI Papers includes well-informed policy specialists in government, think tanks, universities and businesses. A CIGI Paper may take the form of:

- a policy paper (a well-considered position on or contribution to policy debate);

- a background paper that contains research findings, insights and data that contribute to the development of policy positions;

- a series paper (a type of CIGI Paper that is project-specific, such as those produced by the Africa Initiative); or

- a working paper (note that CIGI does not use the words "working paper" in the formal title of a CIGI Paper; however, a paper may be considered as such). CIGI grant recipients and research fellows are encouraged to publish their research and working papers, policy briefs, workshop and conference reports, special reports and commentaries as formal CIGI publications before submitting their work for publication elsewhere. Publishing research papers and other associated publications with CIGI does not preclude the publication of revised and extended final papers with academic journals or academic presses. See CIGI's Copyright Policy, sec. 5.3 below, for more information.

2.4   SPECIAL REPORT

A CIGI Special Report is a unique publication that does not fit other publication categories. The length varies and can be a substantial report of over 40,000 words. It may include a collection of short essays, final project reports or special reports issued at the conclusion of a research project. Examples include the *Perspectives on the G20: The Los Cabos Summit and Beyond* collection produced for the Los Cabos G20 Summit, and Trevor Findlay's report *Unleashing the Nuclear Watchdog: Strengthening and Reform of the IAEA*. Such reports may be co-branded and/or published in collaboration with partner organizations.

2.5   COMMENTARY

A CIGI Commentary is 650–1,000 words and presents information and analysis with the aim of advancing public understanding and influencing public debate. It provides expert analysis and commentary on current international governance topics, written in the style of newspaper op-eds, and helps to raise CIGI's profile with the media and policy makers. As such, CIGI commentaries may be pitched to mass media outlets as op-eds. Since mass media typically require exclusive publication, the pitch (and media publication) should not only occur prior to CIGI publishing the commentary, but it would also normally preclude CIGI publishing the commentary, unless it was substantially revised. CIGI commentaries are not intended to be recycled articles, but fresh and original. In a case where a media outlet publishes a CIGI commentary as an op-ed, CIGI would link to the op-ed from the website. Given that CIGI commentaries are usually written as opinion pieces, the following disclaimer is included at the end of each commentary

posting: *The opinions expressed in this commentary are those of the author(s) and do not necessarily reflect the views of CIGI or its Operating Board of Directors or International Board of Governors.*

2.6 CONFERENCE REPORT

CIGI Conference Reports are 2,500–5,000 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 takeaways from the conference and an executive summary that discusses the purpose of the conference. The agenda is also typically included, as well as the list of participants (if not constrained by the Chatham House Rule).

2.7 BOOKS

CIGI books result from CIGI-sponsored projects or the work of CIGI fellows and scholars. Some are available electronically as PDFs or ebooks.

3 THE PUBLICATIONS DEPARTMENT

3.1 PUBLICATIONS DEPARTMENT RESPONSIBILITIES

While research Program Directors ensure the research quality of project outputs, the Publications Department is charged with ensuring that the structural quality of outputs meets or exceeds specific editing standards before CIGI publications are made public.

3.1.1 Roles within the Department

The Managing Editor, Publications, oversees the output of the department and assesses all manuscripts under consideration. In coordination with the Vice President of Public Affairs and the Program Directors, the Managing Editor sets the publications schedule that determines the priority of publications. Manuscripts are then assigned to a Publications Editor for editing and production. Once the manuscripts have been edited and finalized by the Publications team, the Managing Editor reviews the proofs to ensure the best possible standards have been achieved before the document is printed.

The Publications Editor receives manuscript assignments from, and works with, the Managing Editor to ensure the timely production of all manuscripts. The Publications Editors are responsible for editing manuscripts for organization, structure and CIGI

house style (see CIGI Editing Standards, sec. 3.2), in collaboration with the manuscript authors (or research officers charged with managing the manuscript's production). Once the manuscript text has been finalized, the editor lays out the manuscript using desktop publishing software (InDesign and InCopy). A minimum of two rounds of proofreading (by either another Publications Editor or an Assistant Publications Editor) are undertaken before copy is returned to the Managing Editor for final approval. The Publications Editor is also responsible for obtaining quotations from printing houses.

The Assistant Publications Editor reports directly to the Managing Editor and is responsible for responding to permission requests for publications, maintaining the publications database and inventory, tracking distribution of publications and updating royalty records. The Assistant Publications Editor also works with Publications Editors to proofread and copyedit publications.

The Media Designer works with the Publications Department to create document templates and cover designs for CIGI publications. The Media Designer is also responsible for the design and creation of ebooks, and for packaging digital publications files for final delivery to printers. In high-volume periods or other situations, CIGI may also engage external designers.

3.2 CIGI EDITING STANDARDS

CIGI documents are edited for sense, length, grammar, format and style before they are issued as CIGI publications. In making any changes to an author's written work, the goal of the Publications Department is to ensure that the findings can be read and understood by as many people as possible. The aim of CIGI's editing process is to ensure that ideas are presented as cohesively, logically and articulately as possible.

3.3 PRINTING POLICY AND DISTRIBUTION

The CIGI Publications budget assumes a print run of 100 copies of each formal paper or policy brief; however, some publications, such as commentaries, are not printed. The decision to increase this number or to make a publication available in electronic format is made by the Vice President of Public Affairs in consultation with the Program Director, or a larger print run can be included in the Activity Tracking Form (ATF, or budget) at the outset of a project.

Copies of CIGI publications are intended for distribution to policy makers and academics, and are not the property of the author. The Publications Department maintains an inventory list of all printed publications and copies are disseminated by the Publications team at the request of authors to targeted lists that meet CIGI's distribution criteria (that
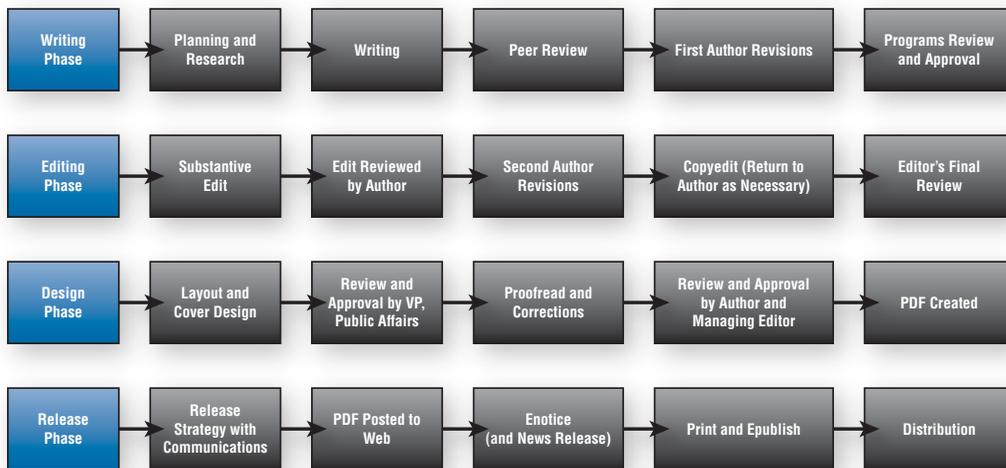
is, germane policy makers, academics, global governance institutions and reviewers). Such requests should be sent to the Managing Editor, Publications, who will arrange for distribution.

3.4   MEASURING PUBLICATIONS RESULTS

The Publications Department is responsible for tracking the dissemination of its printed publications and electronic copies. This is a requirement of certain CIGI public funding agreements.

4   THE PUBLICATION PROCESS

The following provides CIGI authors with an overview of the CIGI publications process.

Writing Phase	Planning and Research	Writing	Peer Review	First Author Revisions	Programs Review and Approval
Editing Phase	Substantive Edit	Edit Reviewed by Author	Second Author Revisions	Copyedit (Return to Author as Necessary)	Editor's Final Review
Design Phase	Layout and Cover Design	Review and Approval by VP, Public Affairs	Proofread and Corrections	Review and Approval by Author and Managing Editor	PDF Created
Release Phase	Release Strategy with Communications	PDF Posted to Web	Enotice (and News Release)	Print and Epublish	Distribution

4.1   CIGI'S PEER REVIEW POLICY

As mandated in the CIGI *Strategic Plan 2010–2015*, "some type of formal or informal peer review will be required as a matter of course for all formal CIGI publications."

The peer review process will vary, depending on the type of publication and the project parameters, and will be determined by the Program Director. In some cases, the peer review process is extensive (that is, sent out to five or six reviewers). The peer review process may draw on reviewers both from within the CIGI community and the larger academic and other expert community, and in so doing, the author may be known since

the work will emerge from CIGI activities, therefore, the process is not blind/double blind. CIGI Papers typically have a more extensive peer review process than CIGI Policy Briefs, while Commentaries may be reviewed by one other person, such as a CIGI editor or researcher. The review process for commentaries is formalized only when they are assigned as part of a larger CIGI project, for example, the G20 Commentary Series.

The Program Director is responsible for ensuring that any publications under their remit have undergone appropriate peer review processes and have been revised accordingly. Publications should not be sent to the Publications Department for editing until the Program Director has confirmed to the Managing Editor that they have been reviewed.

4.2 THE PUBLICATIONS DEPARTMENT PROCESS

4.2.1 Quality of Writing Review

When manuscripts are submitted for publication, the Managing Editor assesses them against the following criteria. This assessment is made in addition to the peer review process, from a "quality of writing" point of view:

- **Focus:** Has the case been made convincingly or has it gone off on tangents and material been repeated?

- **Audience:** Is the paper appropriate for its intended reader in terms of structure and tone?

- **Organization:** Does the paper flow effectively? Are the arguments presented logically? Are the headings and subheadings appropriate?

- **Information Overload:** Has more information been included than necessary? Would condensing the material help to focus the paper and improve the pacing? Does the paper fit the predetermined length of a report, paper, commentary or policy brief?

- **Sufficient Information:** Does the author incorrectly assume that readers have the necessary background to make sense of the paper? Are there gaps in the information? Would adding or deleting appendices, charts, graphs and footnotes improve the text?

- **Balance and Tone:** Is the paper written with a consistent and professional tone? Do ideas get fair treatment?

Once manuscripts have been reviewed, the Managing Editor responds to the author or assigned research officer, where appropriate, to advise whether the manuscript meets CIGI standards. If the manuscript meets CIGI standards, it proceeds to editing; if it

does not, the Managing Editor 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.

4.2.2 Editing

Each Publications Editor receives approved manuscript assignments from the Managing Editor, and bases her/his editing on the same "quality of writing" criteria employed by the Managing Editor. The editor then performs a "first-pass" edit of the manuscript for organization, structure and CIGI house style (see CIGI Editing Standards, sec. 3.2). The manuscript is returned to the manuscript author(s) (or research officer charged with managing the manuscript on behalf of the author) to approve changes and respond to any queries.

4.2.3 Types of Editing

The CIGI Publications Editors employ three distinct types of editing. From most to least intensive, these are: substantive editing; copyediting; and light editing (or proofreading).

Substantive editing is the most intensive form of editing. The document is evaluated and problems of structure, organization, coherence and logical consistency are addressed. Sentences and paragraphs may be moved, removed, condensed, expanded, rewritten or added. Blocks of text may be moved from one section to another. Substantive editing necessarily involves 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. Turnaround time is significantly longer than the other two types of editing — sometimes several weeks, depending on the Publications Editor's workload — but is dependent on the variables listed in Timelines, sec. 4.3.

Copyediting is a mid-range effort, involving primarily the consistent application of a particular style to a written work. The editor corrects problems of grammar, style, repetition, word usage and jargon, and checks citations and footnotes. Turnaround time for copyediting is shorter than substantive editing, but is dependent on the variables listed in Timelines, sec. 4.3.

Proofreading is the lightest form of editing and is usually undertaken at the final stage before publication. Minor errors of grammar and style (for example, verb tense, numerals and in-text citations), errors of capitalization (for example CIGI publications would write, "President Barack Obama," but "Barack Obama, the president of the United States"), punctuation (for example, the use of commas, semicolons, colons, periods, en and em dashes, and apostrophes) and errors in spelling conventions (for example, CIGI uses adviser rather than advisor, organization rather than organisation) and improper word usage (for example, affect or effect, depending on the intended sense). Turnaround time

for proofreading is shorter than either copyediting or substantive editing, but is also dependent on the variables listed in Timelines, sec. 4.3.

4.2.4 Author or Programs Review of Changes

The Publications Editor returns a copy of the manuscript to the author (or research officer, as appropriate) once the edit is complete. The manuscript copy will typically be "redlined," that is, using Microsoft Word's "Track Changes" feature, the editor will show the author where changes have been made. Any comments or queries will be noted in the margins, using the "Comments" feature.

The author is expected to carefully review the changes, suggestions and queries within a reasonable amount of time (see Timelines, sec. 4.3). Any amendments, comments or questions are to be tracked in the manuscript using Word's "Track Changes" feature; if you need any help setting up this feature, please contact the Publications Department. Please do not return a "clean," unmarked copy to the editor: this duplicates the work and delays the editing process.

4.2.5 Design, Proofreading and Publication

Once the manuscript text has been returned by the author and finalized, the editor lays out the manuscript in desktop publishing software (InCopy) and works with the media designer to prepare it for publication. The Assistant Publications Editor or another Publications Editor proofreads the layout to check for typographical errors before a PDF proof is sent to the author for a final check. Once any authors' changes or queries are addressed, the layout is sent to the Managing Editor for final review.

Once the Managing Editor's final approval is granted, the Publications Editor writes a summary and prepares the digital publication for posting to the CIGI website. Printing quotations, if necessary, are obtained from at least two printing houses to ensure the best possible pricing for outputs. The files are then packaged by the media designer for electronic delivery to the printer's FTP site. Finally, the Communications team distributes enotices, prepared by the Publications team, to electronic subscription lists on a monthly basis.

4.3 TIMELINES

4.3.1 Authors' Expectations

After spending months — and sometimes several years — conducting research, writing and revising a paper, authors are eager to have their papers published in a timely manner. While the Publications Department endeavours to publish outputs as quickly as possible, a number of variables affect how quickly a paper can be published. These

factors include: the length of the publication (a 7,500-word Paper versus a 30,000-word Special Report or a book manuscript); how much editing it requires; the priority of the publication compared to other projects in the queue to be published; and whether it is time-sensitive.

4.3.2 Late Submissions

The CIGI Publications Department maintains a schedule to track all incoming submissions, updated on an ongoing basis. If, for any reason, an author is unable to submit his or her paper by an agreed-to deadline, Publications may not be able to immediately begin work on the paper, given the priority held by other manuscripts in the queue. It is critical to keep the department informed of any changes to submission dates so that the workflow can be adjusted accordingly.

4.3.3 The "Normal" Timeline

The time required to produce a publication from the date of submission varies according to the length and complexity of the publication type; whether the paper has been organized and structured properly (as defined in this manual and the "how-to" guidelines); the accuracy and consistency of citations, facts and statements; the style and clarity of the writing and adherence to CIGI's *Style Guide*. As a general rule of thumb, a lead time of three to eight weeks is usually needed to assess, edit, revise, lay out and proofread a publication of significant length, such as a CIGI Paper or major Special Report. A book would take between six and 12 weeks. A Commentary would be done more quickly, within two to three days.

4.3.4 Collaboration and Cooperation

CIGI publications need to be fair, clear, jargon-free, readable and accurate. Editors may have to rewrite or reorganize a paper to meet editorial standards. Authors may be queried to clarify arguments and points, and add or delete citations and footnotes. After a submission has been edited, it is returned to the author for their review of the edit, accompanied by the editor's queries. The onus is on our editors to be consultative and courteous to authors, and work in collaboration with them during the entire editing process. A collaborative editing process means that the editing process can take one or two weeks, or even a month or longer, depending on the nature of the editing involved, the workload of the Publications Department and the schedule of the author.

5   SUBMISSION GUIDELINES

5.1   FORMATTING A MANUSCRIPT FOR SUBMISSION

5.1.1   Manuscript File Format

- Manuscripts should be submitted in Microsoft Word. Use a default 12-point font, such as Arial, Cambria, Calibri or Times Roman.

- The author's name, title, program affiliation and CIGI publication type should all appear at the top of the first page.

- Number each page (preferably in the bottom centre of the page). Set all margins at one inch.

- Do not indent paragraphs. Start each paragraph at the left margin and put a blank line (two hard returns) between each paragraph.

- Double-space the text throughout the entire manuscript. This includes quotations, notes and annotations.

- Do not use two spaces after periods or other punctuation. One space is standard for all publications. For other points of style, please see CIGI Style, sec. 5.2 of this Manual and the CIGI *Style Guide*.

5.1.2   Additional Materials

Technical or visual materials, such as tables, charts or photos must be supplied as separate files. Please do not include them in the main manuscript file. The content of any charts should be editable, not static images. Any photos that are to be included should be high resolution (300 dpi at the size you wish it to appear).

Authors are responsible for ensuring that permissions have been obtained for quoted material that appears in tables and charts and for photos that are reproduced from other sources. See Permissions, sec. 5.1.3 for further information.

5.1.3   Plagiarism and Permissions

Passing off someone else's writing or ideas, or the failure to cite the source for any material in a publication — text, charts or graphs — is considered plagiarism. Although you may have permission to use material from another source, or even if it is in the public domain or permission is not required, 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. If you are unsure whether you need to cite a source or request permission to use any written material or charts and graphs in your publication, it is always best to cite the source. If you have any questions about permissions or citing sources, ask one of CIGI's Publications Editors.

Ensure that you have received permission to include any chart, graph or written material that was not created by you. If you are unsure whether you need permission, please read the Copyright information in the Appendix to this Manual, or consult the Managing Editor, Publications.

To request permission to use another author's work or a chart from another source, you can adapt the example on the following page.

SAMPLE REQUEST FOR PERMISSION TO REPRINT

Date:

To [Permissions Editor]

[Publisher]

[Address]

Dear Sir or Madam:

In a paper I am preparing to be entitled [working title] {indicate if you are the editor of a volume authored by another}, scheduled for publication in [year] by The Centre for International Governance Innovation (CIGI), I would like to include the following material/ materials:

{for text: specify by description, title, page numbers, etc. as necessary to provide a full description of the items}

{for illustrations: specify by description as necessary to provide a full description of the items; if you can, provide photocopies of images for which you request permission}

I request nonexclusive world rights to use this material as part of my work published by CIGI, in all languages and for all editions and formats, including digital/electronic, and in any print or online advertising and marketing materials promoting this publication. Because CIGI is a non-profit think tank and because my paper will only be published in a small run, of XXX copies, and will not be available for sale but available for free, I hope you will waive any fees.

Please indicate your agreement by signing and returning this letter to me, specifying any credit line or other conditions you may require.

If you do not hold the rights for these texts/images, please forward this letter to the rights holder or inform me whom I should contact.

Sincerely yours,

[your signature]

[your name]

5.2   CIGI STYLE AND THE *STYLE GUIDE*

CIGI Publications created a formal CIGI *Style Guide* to help CIGI staff, fellows, researchers, external authors and freelance editors to prepare their work for publication, and it applies to both print publications and online content. The *Style Guide* follows the conventions of *The Chicago Manual of Style* (16th edition) and the *Canadian Oxford Dictionary* (2nd edition), although CIGI style has some exceptions to these conventions, which are listed in the guide.

The following general overview is an excerpt from the *Style Guide*, which is available online at: www.cigionline.org/publications/styleguide and also in printed booklet form from the Publications Department. Please use the CIGI *Style Guide* for detailed information on formatting references, capitalization of words, punctuation and spelling queries.

- For spelling, use the *Canadian Oxford Dictionary* (2nd edition); for matters of style, use *The Chicago Manual of Style* (16th edition).

- Acronyms are spelled out on the first instance (never assume that everyone knows acronyms such as OECD, NOAA or UNFCCC), but only when they are repeated in the text. Every other instance should then use the acronym. If you have more than 10 acronyms, insert a list at the beginning of your manuscript.

- Write out numbers less than 10 (for example, one, two, three and nine); use Arabic numerals for all other numbers (10, 11, 12 and 27).

- Familiarize yourself with the expectations of the type of CIGI publication you are writing, be attentive to the format of the document you are writing and stay within the suggested word length. (You may wish to refer to Publication Categories, sec. 2, for details.)

- Be concise and clear. Clarity, clarity, clarity — do not overwrite, overstate or use fancy words. Overstatement puts readers on guard and makes them suspicious. Avoid the elaborate, the pretentious, the coy and the cute — do not be tempted to use a five-dollar word when a five-cent one works just as well.

- Write with nouns and verbs, not with adjectives and adverbs. Use the active tense to maintain your reader's attention.

- Always use gender neutral and inclusive language.

- Do not inject your opinion into the writing; place yourself in the background, drawing the reader's attention to the sense and subject of the writing.

- Consider your reader. Gauge the nature and interests of your target reader and write with that reader in mind.

5.3   CIGI COPYRIGHT POLICY

- CIGI will own the exclusive copyright to both print and electronic versions of a work that is undertaken through a CIGI research contract or is published as a CIGI publication. CIGI retains copyright in order to license or assign the copyright, in whole or in part, to control copying of a work and in order to protect how a work is used in association with the CIGI name and brand.

- CIGI's ownership of copyright recognizes that CIGI provides funding or other support for the writing and research of a work, and may undertake extensive collaborative editorial work to prepare it for publication and to meet CIGI's publishing standards.

- Notwithstanding CIGI's ownership of the copyright, the author retains all moral rights in the work, including the right to have their name associated with publication of the work. CIGI grants the author the royalty-free, non-exclusive, non-transferable license to use the work for non-commercial purposes, and to revise and modify the work and have it published in an expanded or revised format with another journal or publisher, as long as CIGI is given credit as having first published the paper or article in an earlier version.

- CIGI requires each author to guarantee that they are the sole creator of a work, that the work is original and is not based on a previously published work by the author, that the work does not infringe any other publication's copyright and that it does not contain any libellous matter. If a work reproduces any copyrighted material such as illustrations, tables or quotations from other works, it is the author's responsibility to secure written permission to reproduce such material and provide such proof to CIGI.

- The author of a CIGI publication shall guarantee to hold CIGI and its licensees and assignees harmless from any claim or proceeding, based on grounds noted in the previous bullet point.

- If the author, or any other party, wishes to re-publish a CIGI publication or any substantially similar work derived from the CIGI publication, they must seek written consent from CIGI. Such consent will not be unreasonably withheld, provided that the derivative publication does not conflict with CIGI's mandate or the distribution of CIGI's publications. Where CIGI grants consent, the author must acknowledge CIGI's support in preparing the work in the derivative publication.

- If CIGI should decide, after a given period of time, not to publish a work prepared for CIGI, it will notify the author. In such an event, the copyright and all associated rights to the work revert to the author.

- CIGI will own copyright to a work jointly with another organization in the case of a jointly produced and jointly branded publication.

5.3.1   Creative Commons

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.

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

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

- **Attribution:** under the terms of this licence, sharing the document requires attributing it to CIGI, but not in any way that suggests that we endorse the person/organization or their use of the work.

- **Non-commercial:** under the terms of this licence, CIGI publications may not be used for commercial purposes.

- **No derivative works:** under the terms of this licence, CIGI publications may not be altered, transformed or built upon.

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

- other rights below 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 either in the work itself or in how the work is used, such as publicity or privacy rights.

5.4 SUBMISSION CHECKLIST

Before submitting your work to CIGI's Publications Department, please ensure that your submission complies with the following manuscript submission checklist:

✓ I am the sole author of the document. (Or, in the case of co-authorship, I am the corresponding author.)

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

✓ The manuscript is a Word document, formatted according to sec. 5.1.1.

✓ All tables, graphics and figures are contained in a separate file from the manuscript and are prepared in the format outlined in sec. 5.1.2.

✓ I consulted the CIGI *Style Guide*, the *Canadian Oxford Dictionary* and *The Chicago Manual of Style* to confirm spelling and style. The document is in Canadian English.

✓ I have used embedded references (in-text citations) as the primary citation style, following the CIGI *Style Guide*.

✓ I have prepared an abstract or executive summary.

✓ I have prepared an author biography, between 80 and 100 words.

✓ I have cleared the necessary permissions for any quoted materials, pictures, charts and graphs that are not my own.

✓ I confirm that this work, or any portion of it, has not been published previously. If any portion of this work has been published previously, I have secured the necessary permissions from its publisher.

✓ I have informed the Publications Department of time sensitivities that apply to my work.

✓ I have informed the Publications Department about any funding or partnership considerations that need to be acknowledged in the final publication. I have supplied appropriate wording and high-resolution logos to include in the final document.

APPENDIX A: WRITING GUIDELINES

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 G20), 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 you should keep in mind that you are writing for a specific purpose. Before starting, you should study examples of effective briefs published by CIGI and other think tanks.

To prepare an effective CIGI Policy Brief, you need to:

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 text is written, write a short summary of key points that can be used at the beginning of the Policy Brief. Write no more than three to five of

the brief's most important points. The list of key points should be inserted at the beginning of the brief (bullet points) to provide your reader with an overview of the findings.

- **Statement of the issue:** A very specific explanation of 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 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:** A concise summary of the main points of the Policy Brief.

Length. Typically, CIGI Policy Briefs are between 1,500–3,000 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 is written in clear, accessible language. Proofread. Will your intended meaning be understood by your reader?

- Apply a critical eye to your own work — ask questions. Does it meet the basic guidelines for a CIGI Policy Brief? Is it concise?

- Is 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 *Style Guide*?
  (available at: www.cigionline.org/publications/styleguide)

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

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 usually 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.

Common structure for the notes:

- **Introduction (1–3 paragraphs).** Brief overview of 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.

Common structure for the report:

Executive Summary/Key Points. A list of key points should be inserted at the beginning of the report (bullet points) to provide the reader with an overview of the findings or main discussion points at the conference.

Introduction. Should cover the purpose of the conference, when and where it took place, and clearly lay out the issues that were discussed at the meeting.

Body. Lays out the main discussion points or panel topics and highlight the central themes that arise from the discussion. If the conference is not held under 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.

APPENDIX B: COPYRIGHT

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.

The *Copyright Act* of Canada (available at: http://laws-lois.justice.gc.ca/eng/acts/C-42/index.html) was written to encourage a balance between the public interest in the dissemination of works and to ensure the copyright holder receives 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 of someone else. Therefore, 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.

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 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"?

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

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